

# **Resource Allocation Plan**

**Adopted for Fiscal Year 2007-08**



**ROANOKE  
VIRGINIA**

# **ADOPTED BUDGET**

Fiscal Year  
July 1, 2007 through June 30, 2008

General, Internal Service, Enterprise,  
and School Funds

## **CITY COUNCIL**

C. Nelson Harris, Mayor

David B. Trinkle, Vice-Mayor

Alfred T. Dowe, Jr.

Beverly T. Fitzpatrick, Jr.

Sherman P. Lea

Gwendolyn W. Mason

Brian J. Wishneff

Darlene L. Burcham  
City Manager

Jesse A. Hall  
Director of Finance

**Budget Preparation Committee**

Darlene L. Burcham  
City Manager

Jane R. Conlin  
Director of Human Services

Keli M. Greer  
Director of Human Resources

James Grigsby  
Assistant City Manager

Jesse A. Hall  
Director of Finance

Amelia C. Merchant  
Budget Administrator

Ann H. Shawver  
Deputy Director of Finance

Sherman M. Stovall  
Director of Management & Budget

R. Brian Townsend  
Acting Assistant City Manager

**Management and Budget Staff**

R. B. Lawhorn  
Budget / Management Analyst

Michael B. Shockley  
Budget / Management Analyst

Lesha C. VanBuren  
Executive Secretary

Paul R. Workman  
Budget / Management Analyst



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Roanoke  
Virginia**

For the Fiscal Year Beginning

**July 1, 2006**

  
President

  
Executive Director

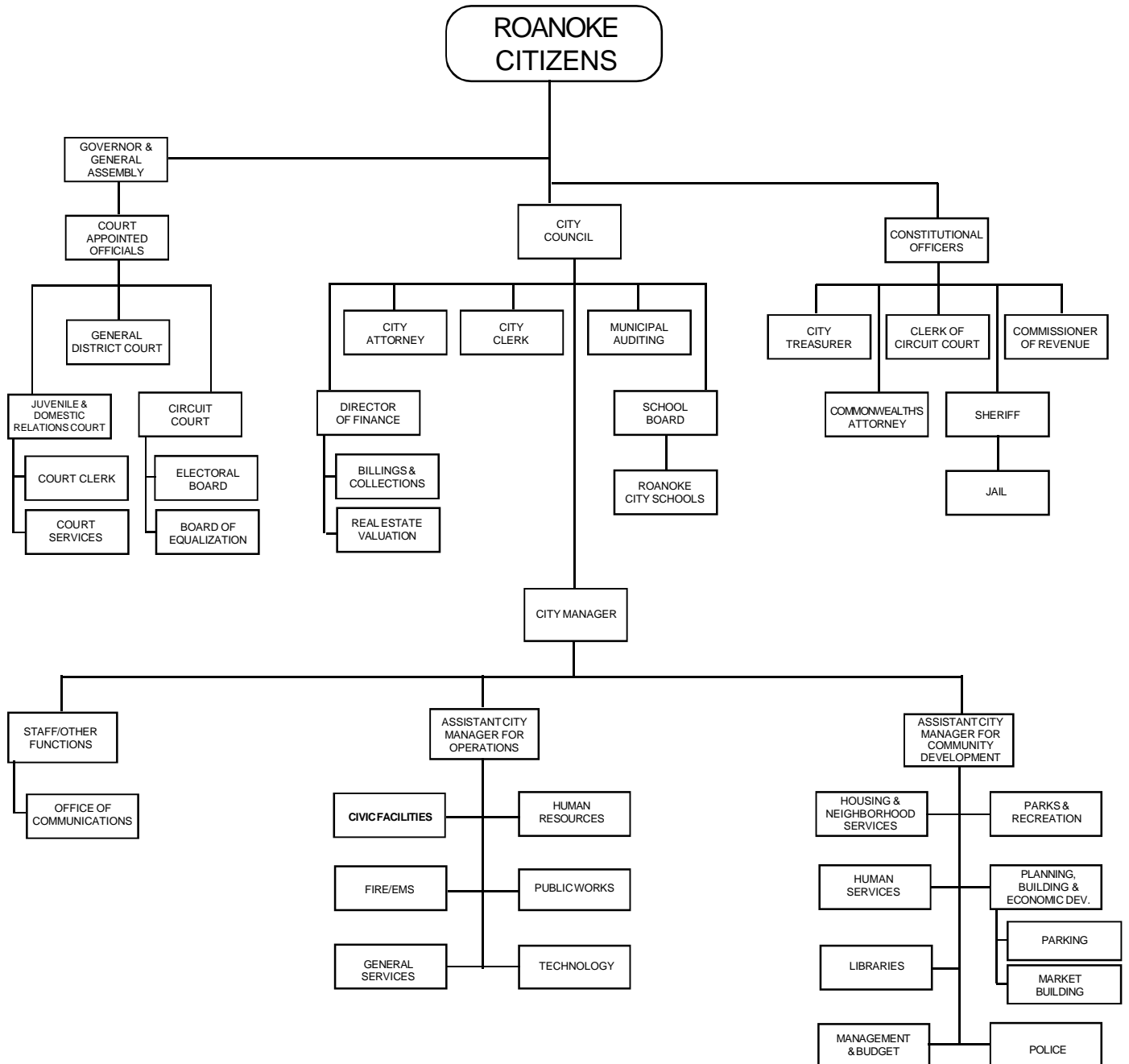
The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Roanoke, Virginia, for its annual budget for the fiscal year beginning July 1, 2006.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

CITY OF ROANOKE, VIRGINIA

# ORGANIZATIONAL CHART



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# INTRODUCTION

# About Our City

## ABOUT OUR CITY

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### Geographic Location

Roanoke, the largest city in the Commonwealth of Virginia west of Richmond, is located at the southern end of the Shenandoah Valley, approximately 189 miles west of Richmond, 234 miles southwest of Washington, DC, and 240 miles west of Norfolk. This position in the Southeast gives Roanoke ready access to nearly two-thirds of the total population of the United States, all within a 500 mile radius. Lying at the region's crossroads of major rail and highway systems, Roanoke serves as the principal trade, industrial, transportation, medical, and cultural center of western Virginia.



### History

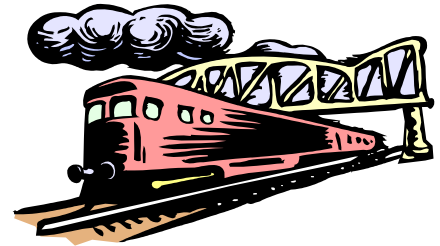
The first pioneers explored the Roanoke Valley as early as the 17<sup>th</sup> century. An exploration party's report in 1671 told of the "blue mountains and a snug flat valley beside the upper Roanoke River." For the next 70 years, after this initial exploration, the region remained undisturbed by settlers.

As the land to the east of the mountains became developed, pioneers began moving into the western regions of Virginia. These early settlers from eastern Virginia were joined by people from Pennsylvania seeking new lands in the rich Shenandoah Valley. The newcomers began farming in the Roanoke Valley by 1740. As tradesmen and farmers moved into the region, new counties and communities were established. Botetourt County was created in 1789, with the town of Fincastle as its seat. For a short period, the vast county stretched westward to the Mississippi River. Roanoke County was separated from Botetourt in 1838. Craig County was formed in 1851 from Botetourt, Roanoke, Giles and Monroe Counties with New Castle as its seat.

## ABOUT OUR CITY

Towns formed within what is now the city of Roanoke in the first decades of the 19<sup>th</sup> century. Antwerp was subdivided in 1801, followed by Gainesborough in 1825 (the present Gainsboro neighborhood) and Old Lick in 1834. The Gainsborough settlement remained the most populous community until 1874 when the Town of Big Lick was chartered. This tiny village of less than 500 people was to become the Town of Roanoke in 1882 and in 1884, the city of Roanoke. The new town was located along the old Atlantic, Mississippi and Ohio Railroad, later to become the Norfolk and Western. The completion of the Shenandoah Valley Railroad from Hagerstown, Maryland, to its junction with the newly formed Norfolk & Western Railroad in 1882, marked the start of Roanoke's rapid growth. The adjacent Town of Vinton was also incorporated at this time. The Town of Salem, established in 1806, became the county seat for Roanoke County. Salem was the largest town within the area during these formative years and was located on two stage lines. Salem remained the major center of activity in the Roanoke area until the mid-1880s, and became an independent city in 1968.

Roanoke's geographic location in the Blue Ridge Mountains, midway along the "great valley" between Maryland and Tennessee, has been the key to its growth. Long the headquarters of the great Norfolk Southern Corporation, the community has flourished as the region's transportation center. Air passengers and freight needs are handled at the Roanoke Regional Airport, and a network of fine modern highways has attracted numerous interstate motor freight lines to establish terminals.



### Area and Population

The city of Roanoke encompasses a land area of 43 square miles. With nearly 93,000 residents, the city represents nearly one-third of the population of the metropolitan area, which includes the neighboring City of Salem, Town of Vinton, and the counties of Botetourt, Craig, Franklin and Roanoke.

POPULATION DATA			
Locality	Population	% of MSA	Growth 2000-2006
City of Roanoke	92,328	31.2%	(2.7%)
City of Salem	24,673	8.3%	(0.3%)
County of Botetourt	31,991	10.8%	4.9%
County of Craig	5,095	1.7%	0.1%
County of Franklin	51,307	17.4%	8.5%
County of Roanoke (including Vinton)	90,135	30.5%	5.1%
MSA Total	295,530	100.0%	2.5%

Source: Weldon Cooper Center for Public Service, provisional 2006 estimate

## ABOUT OUR CITY

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### Operations

The City operates under the Council-Manager form of government. City Council, which formulates policies for the administration of the City, is the governing body and is composed of seven members elected on an at-large basis to serve four-year staggered terms. Officers of City Council are the Mayor, elected directly by the voters to a four-year term, and a Vice Mayor who is selected on the basis of the highest popular vote in council elections and serves a two-year term.

Council appoints the City Manager to serve as the City's chief administrative officer. City Council also appoints the Director of Finance, the City Attorney, the City Clerk, and the Municipal Auditor, each of whom reports directly to City Council.

The City Manager is responsible for implementing the policies of City Council, directing business and administrative procedures, and appointing departmental officials and certain other City employees. The City Manager is aided by two Assistant City Managers who are responsible for the Operations and Community Development clusters.

The primary government provides a full range of services including general administration, emergency services, public works, recreational activities, judicial functions, health and welfare activities, and community development activities. The City also provides services through multi-jurisdictional efforts such as the newly established Western Virginia Water Authority, the Roanoke Valley Regional Animal Control Facility, and the Roanoke Valley Resource Authority, a regional solid waste facility. In addition, the City participates in such commissions as the Hotel Roanoke and Conference Center Commission, the Roanoke Valley Juvenile Detention Commission and the Roanoke Regional Airport Commission.

The financial reporting entity includes all the funds and account groups of the primary government (that is, the City of Roanoke as legally defined), as well as all of its component units. Component units are legally separate entities for which the primary government is financially accountable.



### Building a Livable Community

Roanoke, Virginia, is a thriving 21st century community, a blending of “big city” and urban village. Known historically as the “Capital of the Blue Ridge,” the city is the region's commercial crossroads. Surrounded by incomparable natural beauty, Roanoke offers an impressive array of arts, recreation and cultural amenities, and outdoor activities.

Roanoke continues to attract the attention of those concerned with livability and a welcoming business climate. The city is a five-time winner (1996, 1988, 1982, 1979 and 1952) of the National Civic League's “All-America City” award, one of only two cities in the nation to be so honored. Most recently, Partners for Livable Communities, a national nonprofit organization, chose Roanoke as one of 16 cities in the nation to be recognized as “America's Most Livable Communities” for 2004. Also indicative of its progressive attitude and striving for quality, Roanoke is unique in being named the Top Digital City three consecutive years (2000-2003) by the Center for Digital Government among cities in its population class. The city ranked fifth in 2004, but regained its number one ranking again in 2005 and maintained it in 2006. Moreover, in September 2002, Roanoke became the only city in the country to operate nationally accredited Sheriff, Police and Fire-EMS services.

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## ABOUT OUR CITY

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In July 2004, *Expansion Management* magazine awarded Roanoke a national ranking of 40 for its public education, college-educated work force, health care costs and availability, quality of life, logistics infrastructure and government taxes and spending. The magazine's January 2005 issue ranked the city among the nation's 50 "hottest cities for business relocation and expansion" for manufacturing companies. Roanoke was recognized as having one of the best downtowns in the South by *Southern Business and Development* magazine, stating that it has "the right balance. It is a great place to visit and a great place to live. Long a hub for commerce, business and entertainment, the 65-block area is on its way to becoming a 24-hour downtown where you'll find something to do anytime."

With sights set on long-term growth, Roanoke is cultivating its emerging technology sector to attract a high-tech workforce. The Riverside Center, a refurbished brown field, is now home to Luna Innovations, with the Carilion Biomedical Institute moving in shortly. Future plans call for a medical school, research center, hotel and Carilion Clinic to build in this area. To further stimulate technology business growth, the city now offers Technology Zone and Enterprise Zone financial incentives. And in 2004, Roanoke extended its free public wireless project to give residents and visitors free wireless access from the city's Downtown Market District to Jefferson Street and up to Elmwood Park.

With forward-thinking investments in its higher education center, neighborhood revitalization, downtown living, and other public-private partnerships, the city of Roanoke is building a reputation as a truly livable community.

### Economy



Though each locality in the Roanoke metropolitan area has a separate political identity, in economic terms, all function as a single unit, with the city as the nucleus. Much of Roanoke's economy was established prior to 1920. However, much has changed since the recession of the late 1950's. Today, Roanoke's economy is well diversified, with all census-defined industries located within its boundaries. The economy of the city and that of the entire Roanoke metropolitan area is predominantly non-agricultural, consisting of services, wholesale and retail trade, manufacturing, governmental activity, transportation, and other non-farm activities. The city of Roanoke is home to 39% of the companies in the MSA and employs 46% of the area's workers.

Services is the largest industry in the city, employing almost 30,700 workers, or over 65% of the labor force as of the second quarter of 2006.

Trade is the second largest industry, employing over 12,300 workers, and covering a large county trade area region with a combined population of more than 600,000. This population is located within a one-hour drive of downtown Roanoke and has an effective buying power of over \$11 billion. Roanoke's per capita taxable sales in 2005 were \$11,152, the second highest in the Commonwealth of Virginia. The city has led the state in this economic indicator for nine of the last twelve years.

Local, state and federal government employment represents the third largest economic sector in the city, with 9,092 workers, or 19% of the labor force for the second quarter, 2006. Meanwhile, Manufacturing ranked fourth with 4,893 employed. A broad range of manufacturing companies is represented, producing items from steel, bread, and apparel to fiber optics, chemicals, and communication systems.



## ABOUT OUR CITY

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Construction ranked fifth in employment with 4,627 jobs or 9.8% of the workforce.

Finance, Insurance and Real Estate ranked sixth in employment with 4,452 jobs. Banking institutions dot the city, constituting some of the area's largest employers. Insurance companies are well represented, as are real estate firms.

The Information and Utility sectors account for 1,895 and 288 jobs respectively.



MSA Labor Force Data				
	June 2003	June 2004	June 2005	June 2006
<b>LABOR FORCE DATA (Place of Residence)</b>				
Civilian Labor Force	160,003	155,959	152,260	154,981
Employment	153,909	150,699	146,643	149,882
Unemployment	6,094	5,260	5,617	5,099
Percent of Labor Force	3.8%	3.4%	3.7%	3.3%
State Rate (%)	4.2%	4.0%	3.8%	3.3%
National Rate (%)	6.5%	5.8%	5.2%	4.8%
<b>ESTABLISHMENT DATA (Place of Work)</b>				
Total Nonagricultural Employment	147,333	140,292	151,736	155,485
Manufacturing	16,851	16,724	18,233	19,250
Construction & Mining	9,371	9,814	10,157	10,469
Transportation, Communication, Utilities & Information	9,024	8,802	9,179	9,528
Trade	26,455	26,263	25,945	26,736
Finance, Insurance & Real Estate	9,204	8,995	8,999	8,811
Services	55,895	56,754	57,796	60,839
Government	20,282	20,778	21,427	21,638

Source: Virginia Employment Commission

## ABOUT OUR CITY

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<u>Largest Employers*</u>	<u>Product or Industry</u>	<u>Approximate Number of Roanoke Employees</u>
Carilion Clinic	Healthcare	7,932
Roanoke County Public Schools	Education	2,891
Roanoke City Public Schools	Education	2,831
Norfolk Southern	Transportation	1,970
Wal-Mart Stores	Retail Trade	1,939
Commonwealth of Virginia	Government	1,920
Wachovia	Banking	1,886
<b>City of Roanoke</b>	<b>Government</b>	<b>1,849</b>
Kroger	Groceries	1,815
M W Manufacturers, Inc.	Windows/Door Manufacturer	1,778
Advance Auto Parts	Auto Parts Distributor	1,672
United States Government	Government	1,651
Veterans Administration Hospital	Healthcare	1,613
Franklin County Public Schools	Education	1,433
Allstate	Insurance	1,433
Lewis-Gale Medical Center	Healthcare	1,426
Roanoke County	Government	1,246
City of Salem	Government	1,125
Medical Facilities of America	Healthcare	1,035
Yokohoma Tire Corporation	Tires	891

- Second Quarter, 2006 – Roanoke Valley Region



### A Vision of Identity and Direction

Having a sense of identity and direction is as necessary for a community as it is for an individual. Without such awareness, we falter and needlessly expend precious energy and resources.

Four years ago, the City of Roanoke undertook to enhance its sense of identity by creating a “brand,” an image symbolizing our community’s spirit and aspirations. The product, now visible through various media and uses, expresses the city’s balance of urban sophistication and friendly charm. In its colors, mountain and star reveal optimism for the future and a valuing of the past.

This focus on the future and concern for the past is nowhere more evident than in the city’s Comprehensive Plan, *Vision 2001-2020*. Representing the collective effort of Roanoke’s City Council and administration, businesses, neighborhood leaders and individuals from all walks of life, the plan offers the directions to a bright future for the city.

At its most fundamental level, making things happen and achieving a bright future for our community involves the securing and allocation of resources. Thus, it should come as no surprise that this document, commonly known as “the budget,” is aptly titled the “Resource Allocation Plan.” It is part of implementing the vision of our identity and our directions.

## ABOUT OUR CITY

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### Roanoke, Virginia -- Quick Glance

#### JURISDICTIONAL STATISTICS:

Date of Incorporation	1884
Form of Government	Council/Manager
Area	43 Square Miles
Miles of Streets	992 Miles
Street Lights	9,800
Full Time City Employees	1,849
Full Time School Board Employees	2,800
Registered Voters	56,223

#### 2000 POPULATION BY AGE:

1 - 19	23,455
20 - 24	5,746
25 - 44	28,948
45 - 54	13,098
55 - 59	4,555
60 - 64	3,549
65 - 84	13,362
85 +	2,198
Total	94,911

#### 2000 POPULATION BY RACE:

White	69.4%
Black	26.7%
American Indian / Alaskan Native	0.2%
Asian / Pacific Islander	1.2%
Other Race	2.5%

\*Hispanics represent 1.3% of Roanoke's population and were included as part of several categories.

#### PERSONAL INCOME:

Per Capita Personal Income	\$28,814
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#### EDUCATION:

Elementary Schools	21
Middle Schools	6
High Schools	2
Instructional Personnel	1,050
Students	12,981

#### RECREATION AND CULTURE:

Parks, Greenways, Plaza and Recreation Sites	72
Including:	
Olympic-size swimming pools	2
Basketball courts	40
Tennis courts	61
Football/soccer fields	15
Baseball/softball fields	30
Parks w/ restroom facilities	23
Parks w/shelter facilities	16
Playgrounds/play areas	36
Community Centers	8
Libraries	7
Bookmobile	1
Volumes	323,121
Microforms	84,230
Audio Materials	13,516
Video Materials	10,692

#### POLICE PROTECTION:

Police Dept Staff	318
Police Dept Vehicles	199
Traffic Summons	14,509
Assistance Call Responses	88,983

#### FIRE/EMERGENCY MEDICAL SERVICES:

Stations	13
Firefighters	272
Emergency Call Responses	23,500

#### CONSTRUCTION:

Commercial Permits Issued	5,229
Residential Permits Issued	1,095
Value of Building Permits Issued	\$189,664,083

#### HOUSING:

Total Housing Units	44,871
Single-Family	28,082
Converted SF/2+ Units	4,134
Condominium	828
Townhouse	175
Total Single Family	33,219
Apartment Units	9,784
Duplex Units	1,868
Public Housing Units	1,517
Average Assessed Value of Single-Family Housing Units	\$109,819
Average Assessed Value of Condominiums	\$115,363
Average Assessed Value of Townhouses	\$108,623

## ABOUT OUR CITY

### Roanoke Metropolitan Statistical Area – At a Glance

#### LOCATION:

Roanoke is within a day's drive of half the nation's population and provides excellent air, rail and motor freight transportation. The city of Roanoke is located on the east coast midway between New York City and Atlanta on Interstate 81. The city is the center of a large metropolitan region, functioning as a hub of transportation, finance, health care, retail, and industry for the southwestern part of the state.

#### CLIMATE:

A temperate climate with four distinct seasons enhances the appeal of Roanoke for both its businesses and citizens.

Annual Average Temperature	56.3°
Maximum Average Temperature	67.2°
Minimum Average Temperature	45.4°

Monthly Average Rainfall	3.54"
Annual Average Rainfall	42.49"
Annual Average Snowfall	22.9"

#### DEMOGRAPHICS:

The Roanoke Metropolitan Statistical Area (MSA) consists of Roanoke and Salem cities and Botetourt, Craig, Franklin and Roanoke counties. However, the MSA serves a much larger area:

	Population	
	2000	2006
Roanoke	94,911	92,328
Botetourt County	30,496	31,991
Craig County	5,091	5,095
Bedford County	60,371	65,033
Bedford	6,299	6,091
Franklin County	47,286	51,307
Roanoke County	85,778	90,135
Salem	24,747	24,673
Floyd County	13,874	15,026
Total	368,853	381,679

#### 2000 DISTRIBUTION BY GENDER:

Locality	Male		Female	
	#	%	#	%
Roanoke	44,380	46.8	50,531	53.2
Botetourt County	15,187	49.8	15,309	50.2
Craig County	2,594	51.0	2,497	49.0
Franklin County	23,302	49.3	23,984	50.7
Roanoke County	40,581	47.3	45,197	52.7
Salem	11,724	47.4	13,023	52.6
Total	137,768	47.8	150,541	52.2

#### 2000 DISTRIBUTION BY RACE:

Locality	White	Black	Other
Roanoke	65,848	25,380	3,683
Botetourt County	28,944	1,073	479
Craig County	5,037	10	44
Franklin County	42,063	4,420	634
Roanoke County	80,312	2,876	2,590
Salem	22,738	1,455	554
Total	244,942	35,214	7,984

#### LABOR AVAILABILITY:

The Roanoke MSA has a labor force of more than 154,584. Even with an annual inflow of more than 18,000 high school and college graduates a year, unemployment remains well below the national average. Unemployment as of November 2006 was 2.9 percent.

#### SELECTED WAGE RATES:

Occupation	Mean Wage
Accountant/Auditor	\$52,060
Mechanical Engineer	\$54,997
Electrical Engineer	\$73,647
Computer Operator	\$30,920
General Office clerk	\$24,516
Manager – Industrial Production	\$77,175
Secretary	\$26,319

## ABOUT OUR CITY

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### COST OF LIVING:

Third Quarter 2006

Composite Index	91.7
Grocery Items	93.0
Housing	90.1
Utilities	79.8
Transportation	94.6
Health Care	97.2
Miscellaneous	94.4

### TAXES:

*Per \$100 of assessed value*

Real Property	\$1.19/\$100
Machinery & Tools	3.45/\$100
60% of original cost – year 1; 50% - year 2, etc., until 20% is reached.	
Personal Property	3.45/\$100
Auto, trucks, boats	
Utilities	12%

### TRANSPORTATION:

Rail Service	Norfolk Southern Railway Co.
Highways	Interstate 81 Routes 460 and 220
Air Service	Five Airlines (Delta Connection, Northwest Airlin, United Express, US Airways Express, Allegiant Air) With approximately 33 daily flights
Express Delivery	Air Bourne Express, Federal Express, UPS

### UTILITIES:

Electricity	American Electric Power
Natural Gas	Roanoke Gas Company
Water/Sewer	Western Virginia Water Authority

Water Treatment Capacity	
Carvins Cove Reservoir	28.0 mgd
Falling Creek Reservoir	1.5 mgd
Crystal Spring	5.0 mgd
Spring Hollow	18.0 mgd

Sewage Treatment Capacity  
Present capacity = 42 mgd; being upgraded to  
62 mgd  
Tertiary, Nitrification Process

### ECONOMY:

Roanoke's economy is well diversified, with 100 percent of census-defined industries located within its boundaries. The MSA is second in the state in per capita taxable sales while the city ranks 10 in the nation in per household retail sales, according to *Sales & Marketing Management Magazine*. Roanoke continues to have a diversified labor force with low unemployment.

### HEALTH CARE:

Carilion Roanoke Memorial Hospital  
Carilion Roanoke Community Hospital  
Lewis-Gale Medical Center  
Veterans Affairs Medical Center  
Catawba Hospital  
Mount Regis Treatment Center  
Roanoke Orthopedic Center

## ABOUT OUR CITY

### Roanoke Metropolitan Statistical Area (Continued)

#### CULTURAL ACTIVITIES:

Center in the Square:

- Arts Council of the Blue Ridge
- Mill Mountain Theatre
- Roanoke Museum of Fine Arts
- Roanoke Valley History Museum
- Science Museum of Western Virginia
- The Roanoke Ballet/Opera Roanoke
- William B Hopkins Planetarium

Harrison Museum of African American Culture

Roanoke Symphony

Virginia Museum of Transportation



#### RECREATIONAL ACTIVITIES:

Parks and playgrounds	71
Community Centers	8
18-Hole Golf courses	17
9-Hole Golf Course	1
Par-3 Golf Course	1
Driving Ranges	5
Indoor Pools	3
Outdoor Public Pools	3
Bowling alleys	3
Gymnasiums	57
Roller Skating Rinks	2
Racquetball Courts	15
Indoor Tennis Courts	17
Outdoor Tennis Courts (115 Lighted)	186
Fitness Centers	4
Skate Park	1
Greenways	10.9m

#### Other Activities of Interest:

Blue Ridge Zoological Society of Virginia  
Blue Ridge Parkway  
Dixie Caverns  
Smith Mountain Lake (20,000 acres)  
Appalachian Trail  
Jefferson National Forest  
Explore Park



# City Manager's Message



## CITY OF ROANOKE OFFICE OF THE CITY MANAGER

Noel C. Taylor Municipal Building  
215 Church Avenue, S.W., Room 364

Roanoke, Virginia 24011-1591

Telephone: (540) 853-2333

Fax: (540) 853-1138

CityWeb: [www.roanokegov.com](http://www.roanokegov.com)

June 15, 2007

Honorable C. Nelson Harris, Mayor  
Honorable David B. Trinkle, Vice Mayor  
Honorable Beverly T. Fitzpatrick, Jr., Council Member  
Honorable Alfred T. Dowe, Jr., Council Member  
Honorable Sherman P. Lea, Council Member  
Honorable Gwendolyn W. Mason, Council Member  
Honorable Brian J. Wishneff, Council Member

Dear Mayor Harris and Members of City Council:

I am pleased to provide you with the Resource Allocation Plan as adopted by City Council for Fiscal Year 2007-08. The adopted General Fund revenue and expenditure estimates remain as initially recommended.

The Budget Highlights and Budget Summary sections have been revised to reflect the adjustment made at budget adoption. Attachment A to this letter provides detailed information on the adjustment that has been made. With the exception of the item referenced in Attachment A, the content of the City Manager's message remains the same.

Respectfully submitted,

A handwritten signature in black ink, reading "Darlene L. Burcham". The signature is fluid and cursive, with the first name "Darlene" being more prominent.

Darlene L. Burcham  
City Manager

DLB: acm



**Attachment A**  
**Reconciliation of the Recommended to Adopted Budget**

Recommended General Fund Budget	\$252,515,000
Adopted General Fund Budget	\$252,515,000
<u>Adjustments to Recommended Budget</u>	
Event Zone	\$ 9,000
Pay Raise Savings	\$ 9,000



## **CITY OF ROANOKE OFFICE OF THE CITY MANAGER**

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April 16, 2007

Honorable C. Nelson Harris, Mayor  
Honorable David B. Trinkle, Vice-Mayor  
Honorable Beverly T. Fitzpatrick, Jr., Council Member  
Honorable Alfred T. Dowe, Jr., Council Member  
Honorable Gwen W. Mason, Council Member  
Honorable Sherman P. Lea, Council Member  
Honorable Brian J. Wishneff, Council Member

Dear Mayor Harris and Members of City Council:

I am pleased to recommend for your consideration a balanced Fiscal Year 2007-08 General Fund budget totaling \$252.5 million. This budget has been developed during a period marked by numerous initiatives and achievements that sustain the emphasis on City Council's priorities: education, public safety, economic development, housing, neighborhood revitalization, recreation and culture, public health and welfare, and efficient and effective delivery of services to citizens.

As in years past, Roanoke continues to face many of the same issues other cities across the country encounter in trying to provide quality services while battling the rising costs of service delivery. Despite these challenges, the administration is committed to maintaining exemplary services and providing competitive salaries and benefits to our employees. I firmly believe this budget continues to build a comprehensive foundation for Roanoke's success.

### ***Roanoke's Revenue Growth***

The General Fund revenues will grow 5.4% in FY08, providing additional funding of \$12.9 million for allocation to schools and other priority expenditure items. Leading this increase is local revenue growth of \$10.2 million, led by the continued strength of real estate in Roanoke as well as by growth in several important local taxes. Real estate assessments will grow by 5.23% in FY08, with an additional 1.07% growth expected as a result of new construction. This tax will provide new revenue of \$4.7 million for the upcoming year.

Revenues from the Commonwealth are expected to increase by 4.2% and add \$2.7 million in funding. While state revenues contribute approximately 26% of the General Fund revenues, the majority of these funds are restricted as to use, and little discretion exists in allocating these funds. The growth anticipated in FY08 is related to increased revenues expected for expanding Social Services programs, our Constitutional offices, and for street maintenance, law enforcement and the E-911 wireless activities.

Revenues from sources other than local taxes and the Commonwealth make up a small portion of the General Fund at approximately 6% of total revenues. Growth in these revenues in FY08 will approximate \$50,000, and is the result of increased delinquent collection fees and property rentals.

Annually, the city examines charges for services and fees allowable by State code to ensure that revenues received for optional citizen services are adequate to cover the related costs. Fee adjustments proposed in this budget address hourly, nights/weekends, and event parking rates; the Police Academy training fee; and fire inspection fees. All other fees and taxes, including property tax, remain at the current levels. Implementation of off-peak parking rates has been planned for several years to support the upcoming construction of the Campbell Avenue garage.

### ***Commitment to Council's Goals***

The city's budget team has worked diligently to prepare an operating budget that advances the priorities identified by City Council's Strategic Planning process—a healthy local economy, strong neighborhoods, a vibrant greater downtown and quality services—while continuing to provide excellent customer service to all citizens and visitors. Emphasis has been placed on education; public safety; economic development; housing; neighborhood revitalization; public health and welfare; recreation and culture; and efficient and effective service delivery.

## **OUR COMMITMENT TO EDUCATION**

The City of Roanoke recognizes the importance of excellence in education by providing additional operating funding of \$3.6 million in FY 2007-08. This represents a 6.3% increase over last year while the overall city budget grew 5.4%. The total operating funds to be transferred to the school system is \$61.4 million. \$4.9 million in debt service is slated for school capital projects. These two appropriations represent 26% of the total General Fund Budget.

The city's Capital Improvement Program (CIP) budget commits \$111.2 million for school capital projects including ongoing construction of the new Patrick Henry High School, and the development of the new William Fleming High School.

During the past fiscal year, significant effort has been directed toward finding opportunities to partner with Roanoke Public Schools in the use and purchase of

resources. The city and schools now combine the purchase of fuel for buses and city vehicles. A pilot program for repair of schools' maintenance vehicles has been initiated. In addition, staff is studying the possibility of combining health plans to reduce the cost of health insurance.

The city has also collaborated with Valley Metro and beginning July 1, the system will provide free bus transportation for Roanoke's middle and high school students to improve their access to youth activities as well as to promote and expose the next generation of citizens to the benefits of public transportation. Valley Metro can now be a no-cost alternative to school bus transportation.

In addition, in March the city announced a partnership with Virginia Tech and Roanoke Public Schools to create "The Promise of Roanoke." This citizen-led initiative will take a broad look across the city to identify what should be done to prepare the children in our community to succeed as students in the public education system, and in life. Finding these solutions will also help to ensure that tomorrow's adults are ready to assume the jobs of the future, and will better prepare Roanoke to participate in a global economy that is increasingly specialized and information-driven.

## **PUBLIC SAFETY**

The City of Roanoke is dedicated to ensuring that this is a safe city protected by professional, responsive, and effective public safety personnel. Throughout budget development, the city has continued to identify the importance of funding public safety initiatives as a vital component of the city's budget. With the FY 2007-08 budget, the city is providing \$60 million, 24% of the city's General Fund, for public safety activities, second only to funding for education.

### *Police*

The Roanoke Police Department recognizes that crime reduction is an integral component of the city's overall efforts and, as a result, continually seeks innovative ways to improve services to the community. With quality staff, the department maintained arrest clearance rates in specific categories 5% to 43% above the national average. Additional funds for the Department will be used to provide a vehicle impound lot and increased animal control (SPCA) activity. In addition, construction on a new Police Academy will begin.

### *Fire-EMS*

In 2006-07, Fire-EMS crews responded to 78 significant working fires, a decrease from 82 working fires in 2005-06. This reduction in working structure fires is contributed mostly to aggressive prevention measures, such as the overwhelming success of the smoke detector program.

A new Downtown Fire-EMS Headquarters Station has been constructed which will provide better allocation of resources and improve response times to calls for

service. This fire station will also provide offices for fire administrators and marshals, and will include a community/training room. The facility is near completion and scheduled to open in spring 2007. The Fire-EMS Department will add one additional ambulance at the Memorial Avenue station, reducing ambulance response times to the Greater Raleigh Court neighborhood by one to two minutes.

The CIP includes \$5.7 million for construction of the Williamson Road Fire Station and the Melrose Avenue Fire Station. The Williamson Road station will be the first city facility to incorporate the U.S. Green Building Council "Leadership in Energy and Environmental Design" (LEED) standards for its construction. These standards ensure that structures are built in a fashion that is respectful to the environments in which they exist. Architectural and engineering work for the Melrose Avenue station will begin mid-year. The Melrose Avenue Fire Station will be designed to incorporate a police sub-station as well as space for neighborhood meetings.

## **ECONOMIC DEVELOPMENT**

To further City Council's goal for a healthy local economy, the city is committed to nurturing development and making the city an attractive location for business expansion, relocation, and retention.

Availability of parking facilities has a major impact on our downtown business area. Thus, funds in the FY 2007-08 budget will be used to improve the city's parking garages and lots, making them safer, more attractive, and more accessible to citizens and visitors. A subsidy from the city's General Fund will mitigate the need for a rate increase to fund basic repairs to the Market Garage. In addition, construction of the Campbell Avenue Garage will support the downtown west area parking needs.

Implementation of the Market District Plan is moving forward. As a first step, the city has begun the process of removing the old awnings on the market, cleaning the stall areas, and installing new awnings. Future activities include the design and construction of the stepped plaza. Staff is aggressively seeking a developer to create commercial and/or residential activity for the top of the Market Garage. These actions are part of an overall concept that will enhance the Historic Market as the geographic and social focal point of the Roanoke Valley.

The city continues to work with the business community to facilitate the creation of new businesses. Completion of developments such as the Ivy Market and Home Depot is anticipated in FY 2007-08, and will increase attention to our city as a viable location for healthy commerce. With the expansion of Valley View Mall and Blue Hills Village, a new commercial development planned for the entrance to the Roanoke Center for Industry and Technology (RCIT), the city continues to establish itself as a place where companies can thrive.

In addition, new jobs are anticipated with the completion of construction on the Carilion Biomedical Institute building, the upcoming construction of the new

Carilion Clinic, and the recently announced medical school. And, in February 2007, Freight Car America announced its second expansion by adding another line of railcars in their Roanoke shop.

A measure of our success in attracting additional investment is the dramatic increase in new construction value to over \$330 million in one year.

Programs and events communicating the professional and lifestyle opportunities to the next generation are beginning to yield dividends. The Roanoke Connect database has amassed more than 1,800 people who want to be in Roanoke and are being connected to people, organizations, and information to more efficiently assist in their job searches. At least 33 success stories have been documented since the database was implemented.

The creation of special career and lifestyle events, coupled with entrepreneurial development, have created a buzz in attracting the attention of native sons and daughters looking to return to the region, as well as college students who may be unaware of opportunities that exist in the Roanoke market. More than 800 people attended the First Annual Roanoke Holiday Career and Lifestyle Fair in December 2006. At this event, entrepreneurial opportunities were presented and encouraged within the city. More fairs are planned for 2007, with similar results expected.

The 2007-08 Budget recommends additional support for the Roanoke Valley Economic Development Partnership, Inc. to assist in their efforts to draw new businesses and people to the Valley.

In its quest to find innovative ways to promote population and business growth, the city has sought new legislative options. The 2007 General Assembly passed legislation to encourage the use of green materials in construction. Authority has been given to localities to impose a lower tax rate for buildings that are built to standards that exceed 30% of the energy-efficient requirements of the Uniform Statewide Building Code. A constitutional amendment passed which allows the city to give partial real estate tax exemptions for new structures or other improvements constructed within redevelopment, rehabilitation, or conservation districts. Both of these legislative opportunities will be aggressively promoted to qualifying residential and commercial construction projects in our city.

## **HOUSING**

The City of Roanoke is committed to providing an unparalleled quality of life and a balanced, sustainable range of housing choices that would encourage social and economic diversity in the city.

Nearly 500 individuals now reside downtown and more living units are planned. Plans for the construction of new housing and an executive golf course as part of the development of the Countryside property will be finalized over the next

year. Construction of various home types is appearing on the landscape of the Colonial Green Project.

An Architectural Pattern Book will be developed over the next six months to serve as an aid for residential infill and rehabilitation within the city. The Pattern Book will include guidelines/patterns for use in new construction and/or renovation, as well as general resources for homeowners regarding architectural terms and themes.

For FY 2008, the city expects nearly \$3.5 million in Community Development Block Grant (CDBG), HOME Investment Partnerships Program (HOME), and Emergency Shelter Grant (ESG) funds to be available to address community needs, a decrease of nearly 7% compared to FY 2007, continuing the downward trend in federal funding of the past several years. The highest priority for these resources has been and remains Housing Development, accounting for about \$1.9 million, or more than 50% of the total funding. Federal rules direct the benefits primarily to low- and moderate-income residents, but a few options to assist market-rate housing are provided and are being pursued.

During the coming year, revitalization efforts will continue in Gainsboro, including new funding for development of several homeownership opportunities on Gilmer Avenue. The transition to our next target neighborhood, Hurt Park, will also begin with planning for the development of Patterson Avenue, infrastructure for the Hurt Park public housing renovation, and a new employment training program for residents.

### *Neighborhood Revitalization*

The budget will provide continued support for expanded code enforcement activities. On July 1, 2006, the city introduced a new Code Enforcement Initiative entitled "Crime Prevention through Code Enforcement." This initiative expedites code enforcement in a number of ways, including shortened timeframes for notifying property owners of violations and correcting those violations, increased authority for city employees to issue notices of violation for common infractions, and a new cross-functional code enforcement team.

This initiative has been extremely successful in targeting those structures that have experienced a high number of police calls and code violations. Staff continue to work together to identify and target structures with multiple code violations.

In an effort to make more efficient use of our finances, the city is initiating contract services for sidewalk and curb repair. Also, to ensure quality services to citizens and help keep neighborhoods attractive, additional funds will be added in FY 2007-08 for the Leaf Collection Program, and for contract storm water drain maintenance and repair.



## RECREATION & CULTURE

For several years, arts and culture organizations as well as promoters have requested elimination of the admission tax on complimentary tickets. This budget and the supporting ordinance change will honor that request and hopefully improve event attraction as well as support for these organizations.

The FY 2007-08 budget includes funding for activities connected with the city's 125<sup>th</sup> Anniversary Celebration. Future activities include an Antique Appraisal Affair in July, the Roanoke Arts Festival on Oct. 4-7, and Renovate Roanoke! My City, My Neighborhood, My Home, which is scheduled for Oct. 20. The anniversary year will end with a celebration at Hotel Roanoke on Dec. 24.

New activities have been initiated to promote the educational and individual development of the city's youth. VOYCE (Valuing Our Youth through Community Engagement) Initiative was launched in July 2006 to identify ways in which all segments of our community can be involved in strategies and activities to reclaim our youth. This initiative invited both youth and adults to gather feedback and identify those issues facing Roanoke's youth. From this data, the community is now working with city administration and other local groups to develop plans and find ways to engage Roanoke's youth activities that challenge their ability and funnel their energies in positive ways.

### *Libraries*

The proposed budget will fund five additional Library positions as well as publications and subscriptions, technology upgrades, and additional program funds. Renovations to existing facilities, kiosks, and a new super branch are on the drawing board. Additional phases of the Library Master Plan are funded through the five-year Capital Improvement budget. Two state-of-the-art kiosks will be installed this year in locations that will allow greater access to library services as well as book return and check out opportunities.

### *Parks and Recreation*

More than \$11.5 million, or 4.5% of the General Fund, is being dedicated to Parks, Recreation and Cultural activities—aspects vital to Roanoke's quality of life.

With construction of Lick Run Greenway completed, funding for other greenway-trail projects will continue as part of the proposed budget. The ongoing development of the greenways will increase protected open spaces, linear parks, and conservation/recreation arteries. Additional resources for ongoing river clean-up efforts are also recommended in the budget. Restrooms will be open year-round at River's Edge and Wasena parks as a result of citizen interest and input.

To ensure the protection of our local natural resources, the budget will address the city's goal of enhancing and maintaining green areas near the Roanoke River. A Fall Waterways Cleanup has been established as an annual volunteer



event directed toward this goal. In addition, a River Keepers Program has been implemented whereby city staff have taken on the responsibility of caring for the river, maintaining down trees and limbs, removing trash from river, and pruning overgrown areas. This program will continue in 2007-08 to promote and showcase the Roanoke River as one of the city's most valuable assets.

In addition, money is set aside in the proposed budget for future capital items and programs that support the Parks and Recreation Master Plan. Five athletic fields at Reserve Avenue will be available for play this fall.

## **PUBLIC HEALTH AND WELFARE**

Public Health and Welfare comprises 14% or \$35.3 million of the General Fund budget.

Social Services continues to serve clients well from its Williamson Road location, enabling staff to serve customers more efficiently. A Social Worker dedicated to domestic violence issues will be added at the recommendation of the Domestic Violence Task Force, to assist with early assessments and intervention.

Also, a permanent position will be added to continue the utilization management duties of the Utilization Management Coordinator. The temporary position has resulted in savings of over \$340,000 in residential treatment costs for children with special needs. As state government requirements for services to this population increase, this position will be key to containing costs and ensuring good outcomes for our children.

### ***Investment in Our Infrastructure***

Growth in the operating budget for capital building maintenance, equipment replacement, technology, and street paving has been limited in the current year. However, this budget proposes \$.9 million as part of a multi-year effort to budget sufficient annual funding for these items. An additional \$.3 million is recommended for infrastructure maintenance in the areas of bridge maintenance, storm drain maintenance, curb/gutter/sidewalks, traffic signal equipment, and decorative street lights.

## **EFFICIENT AND EFFECTIVE SERVICE DELIVERY**

In response to citizen feedback, staff from the Office of the Treasurer, Commissioner of the Revenue, and Department of Finance have worked together to explore eliminating vehicle decals. I am pleased to report that with Council's support, decals will be eliminated in 2008 and the decal fee will be replaced with a streamlined vehicle license fee that will be revenue neutral.

City Council envisions Roanoke as a city whose government provides responsive, timely, and cost-effective services to its citizens. To further this goal in FY 08, the city is making commitments to enhance compensation to its

employees in order to recruit and retain a high-caliber workforce of government employees. This year's budget will provide an average pay increase of 4.0 percent to employees who meet individual performance expectations. This increase will help close the pay gap in comparison to other urban communities (currently 6% below that average). Minimum wage will increase to \$8.75 for all employees to better meet cost-of-living and competitive employment concerns. An increase in compensation for election workers is also recommended. In addition, city administration will continue to support employee training and development with a continued emphasis on opportunities for leadership growth.

Recommended for funding in the 2007-08 budget is a net increase of 5.5 new positions. Eighteen positions are being added that are targeted to two areas: revenue collection/expense mitigation (3) and improved or expanded services (15) in the areas of library, dispatch functions, parks and recreation, technology and social services. Twelve and a half positions are eliminated through outsourcing of various city functions (9) and positions that have been vacant for a year (3.5).

Money-saving initiatives incorporated in the budget include the elimination of the city's motor pool, as a result of contracting for rental cars for out-of-town travel. In addition, a contract for an on-site parts operation will be executed to provide a more cost-effective and efficient response to vehicle repairs.

Another practice that will be implemented for efficiency and cost savings is the outsourcing of catering and concessions activities at the Civic Center. Staff anticipates this action has the potential to increase net revenue by \$100,000. In addition, new kitchen equipment for the Special Events Center will be supplied by the vendor through this arrangement.

Savings are also anticipated as a result of the city's new contract for the purchase of office supplies, projected at 20% savings or more for FY 2007-08. In FY 2006-07, use of departmental purchasing cards yielded a rebate of almost \$90,000. Staff is committed to continuing to evaluate cost-effective outsourcing opportunities.

As an initiative to encourage good stewardship of city resources, the City Auditor's Office will implement a Fraud, Waste and Abuse Hotline as mandated by state law. This program will give the public and employees an anonymous vehicle for reporting concerns.

This past year, the city joined the International Council for Local Environmental Initiatives (ICLEI) and is currently participating in its "Cities for Climate Protection Campaign" to help Roanoke reduce local emissions. In this spirit of environmental stewardship, the city has implemented a number of new projects that not only save money but reflect its concern for the environment. The city initiated a lighting replacement/efficiency program to install energy-efficient lighting and motion sensors in parts of the Municipal Building. In addition, systems have been put in place to monitor water conservation, engine idling, storm water maintenance, leaks from vehicles, recycling, proper disposal of

hazardous wastes and spillage of fuel during fueling transfers. These actions will lead to better practices in the use of resources as well as city finances.

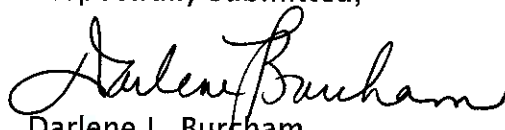
The city also continues to strive for efficiency and cost-effective delivery of information and services through the technology made available on our Web site. Staff is committed to maintaining the city's ranking as a Top Digital City in the country.

***In Closing***

The proposed FY 2007-08 budget has been developed within the context of the Council's strategic planning process, our Comprehensive Plan, and the ongoing input of our citizens. As an organization, we take our responsibilities seriously and value public service. Progressive business and management practices have been employed in the budget process to ensure the highest accountability in the expenditure of public funds. New and/or expanded services have been recommended while maintaining the highest performance standards for the services which our citizens deserve and expect. I am confident that this proposed budget continues our movement toward the goals and toward City Council's shared vision.

My special thanks to the Department of Management and Budget and the Department of Finance, to all of our constitutional officers and our council-appointed officials, and to our department directors for their important contributions to the development of this budget. I also wish to thank our entire family of city employees for the dedicated and professional manner in which they have performed their duties. Having made these recommendations, I look forward to an engaging budget discussion with City Council and the citizens of Roanoke.

Respectfully submitted,



Darlene L. Burcham  
City Manager

## Fee Adjustments

Rate/Fee	Current	Proposed
<b>Police Academy</b>	\$180	\$275
<b>Fire/EMS</b> <ul style="list-style-type: none"> <li>Inspection for Aerosol Products, Amusement Building, Aviation Facilities, Carnivals and Fairs, Battery Systems, Combustible Dust-Producing Operations, Combustible Fibers, Compressed Gas, Cryogenic Fluids, Dry Cleaning Plants, Exhibits and Trade Shows, Flammable and Combustible Liquids, Floor Finishing, Hazardous Materials, HPM Facilities, High Pile Storage, Hot Work Operations, Industrial Ovens, Liquid or Gas Fueled Vehicles or Equipment in Assembly Buildings, LP Gas, Magnesium, Miscellaneous Combustible Storage, organic coatings, Assembly/Education, Private Hydrants, Pyroxylin Plastics, Refrigeration Equipment, Repair Garages and Storage of Scrap Tires and Tire By Products, Temporary Membrane Structures Tents and Canopies, Tire Rebuilding Plants, Waste Handling, Records Verification (Site Studies)</li> </ul>	--	\$25

## Parking Rate Adjustments

Rate	Current	Proposed
<b>Daily Rate:</b>		
Center in the Square; Church Avenue Garage, Tower, and Market Garages	Base rate of \$.75 per half hour; \$5 daily maximum	\$1 per half hour; \$6 daily maximum
Gainsboro Garage	Base rate of \$.50 per half hour; \$4 daily maximum	\$.50 per half hour; \$5 daily maximum
Higher Ed Center Lot	Base rate of \$.50 per half hour; \$4 daily maximum	\$.50 per half hour; \$5 daily maximum
<b>Monthly Rate:</b>		
Center in the Square Garage	\$85 reserved \$65 unreserved	\$90 reserved \$70 unreserved
<b>Event Rate:</b>		
Elmwood Lot, Elmwood Park Garage, Williamson Lot, Warehouse Row Lot	--	\$2
<b>Night Rate:</b>		
Church Avenue Garage, Gainsboro Garage, Lower Gainsboro Lot, Higher Ed Center Lot	--	\$2
<b>Night/Weekend Rate:</b>		
Tower Garage and Market Garage	--	\$2
Center in the Square Garage	\$2	\$3

Rate increase at Market Garage not implemented until construction is complete

# Council's Visison Statement

ROANOKE CITY COUNCIL

# *Vision Statement*

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*R*oanoke, “The Star City”, appreciating its past and planning for a shining future, will be a community of excellence, providing an outstanding quality of life through educational, economic and cultural opportunities for all people who live, work and visit here.

## Effective Government:

*Roanoke City government will be a leading force in shaping and achieving the future of our community.* We will be participatory, responsive, and efficient, valuing diverse community involvement, public/private partnerships, and regional cooperation. Citizens will be involved in the establishment of community priorities. Our facilitative government will bring together all available resources to meet the challenges of the 21st century.

## Economy:

*Roanoke, with its vibrant downtown, will be a dynamic, diversified regional center of commerce and tourism, competing effectively in the global economy.* To enhance economic opportunities, we will promote regional cooperation, nurture growth in existing business, and recruit attractive new business and industry. Roanoke will be a destination for people seeking a unique combination of scenic, cultural, and recreational attractions.

## Education:

*Roanoke will be a “learning” community, providing the necessary educational resources and opportunities for all persons to develop to their maximum potentials.* Through community involvement and the latest technology, we will provide quality public education. We will strengthen our cooperation with area colleges and universities and expand continuing education to promote an environment of life-long learning.

## Quality of Life:

*Roanoke will be a community where every person and every family is important and respected.* We will be a community of stable, safe, healthy, caring, and friendly neighborhoods. We will protect our natural environment and promote cultural, social, economic, and recreational opportunities that encourage present and future generations to choose Roanoke as their home.

Adopted by City Council on August 4, 1997

## Vision Statement Focus Areas

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### I. Effective Government Strategic Issues:

- A. **Improved Communications:** Use a variety of communications techniques routinely to better educate citizens about City services and the progress being made with the visioning process.
- B. **Participatory Government:** Involve citizens on a regular basis in planning, decision-making and problem-solving efforts to increase participation and build commitment.
- C. **Performance Improvement:** Develop new strategies to enhance customer responsiveness, financial performance, and service quality.
- D. **Regional Cooperation:** Expand cooperative efforts with other local governments in our region.

### II. Economy Strategic Issues:

- A. **Business Growth:** Enhance efforts to attract new business, with a special focus on small and minority business development.
- B. **Development Opportunities:** Make optimum use of available economic resources by re-developing existing commercial and industrial areas and acquiring more developable land.
- C. **Downtown Development:** Continue efforts to further develop downtown and its entrance roadways, using the Outlook Downtown plan as a guide.
- D. **Higher Paying Jobs:** Increase efforts to develop higher paying jobs to keep young adults here.
- E. **Tourism and Marketing:** Provide tourist attractions and amenities necessary to draw people to Roanoke and encourage their return; and enhance efforts to market Roanoke as a destination.
- F. **Transportation:** Increase access to alternate modes of transportation (air, public transportation, rail and roads) and parking.



## Vision Statement Focus Areas

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### III. Education Strategic Issues:

- A. **Community Involvement:** Promote enhanced business, community and parental involvement in the success of the school system.
- B. **Facility Improvements and Utilization:** Provide adequate financial support to continue public school facility improvements to foster a strong school system, and maximize utilization of school facilities by the community.
- C. **Quality Teaching:** Secure adequate resources to attract, train and retain quality teachers, and for curricula development, equipment, and infrastructure.
- D. **Student Performance:** Develop alternative strategies to improve student performance and reduce the drop-out rate.
- E. **Workforce Preparation and Training:** Work with regional businesses, governments, higher education institutions, and public school systems to enhance skills of students and the workforce to match the needs of employers.

### IV. Quality of Life Strategic Issues:

- A. **Appreciation for Diversity:** Formulate a new effort to promote improved communication, understanding and relationships among the many ethnic groups in our city.
- B. **Culture:** Encourage the development of arts, cultural and educational organizations.
- C. **Delivery of Social Services:** Develop innovative approaches for delivering social services to our citizens, with a particular focus on the unique needs of our youth, during a time of cultural, demographic, regulatory and socio-economic changes.
- D. **Historic Preservation:** Develop a comprehensive approach to preserving historical and cultural assets.
- E. **Housing:** Develop a comprehensive housing policy designed to create the combination of housing types and affordability required by the community.
- F. **Natural Environment Protection:** Protect and enhance our natural environment.
- G. **Neighborhood Improvements:** Stabilize, enhance, and protect the overall quality and livability of our neighborhoods.
- H. **Recreation:** Provide recreational facilities and programs that meet neighborhood and community needs.

## City Council Strategic Business Plan Goals and Objectives

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### I. Healthy Local Economy:

#### A. Meaning to our Citizens:

1. Increase tax base – better or additional service
2. Opportunities for better quality of life
3. Helps to sustain the City: attracting young people, something for each generation
4. Confidence in the City's future – invest in the City
5. Opportunity to live near work and entertainment
6. Greater opportunities in Roanoke

#### B. Objectives:

1. Support the retention and expansion of local businesses
2. Maintain aggressive economic development strategies to attract new businesses
3. Facilitate development of a quality workforce linked to job opportunities
4. More unique, distinctive retail opportunities
5. Promote development of upper end housing opportunities
6. Actively promote and market "Roanoke" – our brand
7. Promote a diverse local economy: medical, government, tourism, small businesses
8. Recognize the importance of regionalism
9. Advocate a high performing public education system
10. Promote and develop natural resources

#### C. Actions 2006:

1. Develop "entertainment buzz" through venues
2. Develop closer ties to Virginia Tech
3. Create Roanoke "Town-Gown" committee
4. Hold quarterly meetings with key business leaders (different from Business Breakfast)
5. Begin work to re-categorize region's MSAs
6. Review economic development policies and incentives
7. Place Roanoke promotional ads in appropriate national outlets
8. Explore and implement ways to enhance the entrepreneurial culture
9. Revisit issue of combined Planning/Economic Development Director roles
10. Continue execution of housing strategy
11. Increase the number of local sports facilities
12. Create incentives for Brownfield/redevelopment projects
13. Continue business breakfasts; invite one representative from outside Roanoke area
14. Develop ties to all regional colleges and universities
15. Establish recreation centers
16. Promote quality education in all City schools
17. Explore "joint use" services with surrounding counties and communities
18. Encourage improved air service to Roanoke Regional Airport
19. Market the region in order to create new jobs and expand demand for existing jobs
20. Increase diversity and volume of retail sales

### II. Strong Neighborhoods:

#### A. Meaning to our Citizens:

1. Livable neighborhoods
2. Increased property values
3. Improved public infrastructure – streets, sidewalks
4. Greater pride in neighborhoods
5. Improved appearance of neighborhoods
6. Predictable infill

#### B. Objectives:

1. Involve citizens as responsible partners in enhancing quality of neighborhoods and addressing neighborhood problems
2. Fund significant improvement in specific targeted neighborhoods (CDBG Funding)
3. Implement neighborhood plans that link to the Comprehensive Plan and guide the future of the neighborhoods
4. Aggressively promote property maintenance through prevention and enforcement -- including removal of blighted/worn-out structures
5. Protect the integrity of the neighborhood through design/development standards, and standards for infill
6. Improve City infrastructure: streets, streetscapes traffic calming, trees, and greenways

#### C. Actions 2006:

1. Hold town-hall meetings with neighborhoods
2. Provide funding for specifically targeted neighborhoods (CDBG Funding)
3. Meet annually with neighborhood leaders
4. Encourage neighborhood greenways and reforestation
5. Identify locations for more village centers
6. Explore "neighborhood specific" culture festivals
7. Promote confidence and participation in neighborhood schools
8. Encourage connections with greenways
9. Continue code enforcement
10. Remove 50 blighted residential units
11. Carry out infrastructure projects in neighborhoods

## City Council Strategic Business Plan Goals and Objectives

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### III. Vibrant Greater Downtown:

#### A. Meaning to our Citizens:

1. People want to go downtown
2. Choices of things to do – work, be entertained, live
3. People living downtown
4. Amenities for people in downtown
5. More cultural and arts opportunities
6. Revenues for City – supports City services

#### B. Objectives:

1. Increase residential opportunities in downtown area, including attracting support businesses – supermarket, drugstore, other retail
2. Promote and enhance City's reputation as center for culture and arts
3. Protect quality of downtown development through zoning, development standards, quality infrastructure
4. Create projects which promote strong neighborhoods
5. Cultivate entertainment and recreation opportunities
6. Increase occupancy of office and institutional space
7. Support and enhance the unique characteristics of the Market Area

#### C. Actions 2006:

1. Pursue balconies in Market area as next step from Market study
2. Create green areas (pocket parks) in appropriate neighborhoods; particularly downtown
3. Increase regular sidewalk cleaning and aesthetic maintenance in downtown
4. Redirect Downtown Roanoke, Inc. to focus efforts on recruiting businesses to downtown area and deemphasize event planning
5. Work with regional authorities and organizations to submit bids for Roanoke to host state high school championships in any sport
6. Facilitate public/private partnerships for rooftop development of Church Avenue garage
7. Provide incentives to increase office occupancy to 90%
8. Establish program to entice developers to visit downtown
9. Request arts community to meet and develop a marketing plan which will include joint event ticketing
10. Host a "College Night" in Market Square
11. Review connecting old Grand Piano Building and bus garage for residential / retail development
12. Determine requirements for grocery store to locate in the downtown area
13. Continue trolley study through phase two
14. Add one block per year to downtown streetscape improvements
15. Resolve library project and Jefferson Lodge

### IV. Quality Services: Responsive, Cost Effective:

#### A. Meaning to our Citizens:

1. Reliable City services that you can count on
2. Services delivered in a cost-effective manner
3. Value for their tax dollars and fee
4. Friendly customer service from City employees
5. Quality City facilities that you can take pride in
6. Better use of technology to serve citizens

#### B. Objectives:

1. Develop and retain productive, motivated workforce with well-trained, competent and diverse employees
2. Maintain process of continuous improvement, empowering employees to offer ideas and try new approaches
3. Invest in and use technology in service delivery
4. Maintain City facilities that tangibly demonstrate commitment to quality City services
5. Customer service valued and demonstrated by our City employees
6. Pursue regional cooperation for services
7. Pursue cooperation for intra-government services

#### C. Actions 2006:

1. Increase access to and quality of riverfront
2. Continue progress on school board working groups
3. Emphasize quality of life issues (internal and external)
4. Continue staff development and quality hires
5. Continue employee surveys and staff input
6. Create taskforce of interested parties to expand regional greenway system
7. Facilitate regional cooperation to insure better quality of services at less cost, e.g. fire fighting, emergency medical services
8. Complete study of regional amphitheatre

### Housing and Neighborhoods

Roanoke's neighborhoods are vibrant places for people of all ages, lifestyles and income to live, work and play. To achieve this vision:

Roanoke will actively seek to attract a balanced, sustainable population representing all ages, income levels, backgrounds and lifestyles.

Roanoke's neighborhoods will be more than just places to live; they will be the nucleus for civic life. The local 'village centers' will serve as vibrant and accessible places for business, community services and activities, including higher-density housing clusters.

Roanoke will offer a diversity of housing choices, including not only a range of housing prices but also of housing types such as single-family houses, condominiums, multi-family high-rise and low-rise rental units, town homes and patio homes. Suitable housing should be available in the neighborhood of one's choice for people at all stages of their lives, ranging from new homebuyers to empty nesters.

### Environmental and Cultural Resources

Roanoke successfully markets itself and the region to residents and visitors as both an outdoors and an indoors destination — combining outstanding cultural and eco-tourism in one community. To achieve this vision:

The Roanoke Valley Greenway system will be an interconnected network that not only serves city residents, but also links downtown and village centers to City parks and recreation sites, the River and Mill Mountain. The system will be completed through enhanced regional cooperation with a 'fast-track' implementation schedule. It will also become a regional resource, combining old rights-of-way, river and creek corridors and various public lands and easements into a larger system of hiking trails, park features, fishing areas, rafting zones and other natural features.

Roanoke's clean air and water and greatly expanded greenways and tree cover will be assets that are recognized and supported by the whole community.

Entertainment and cultural attractions will draw tourists and visitors who contribute to the city's liveliness. The city will be the regional center for multi-cultural events and attractions celebrating the diversity of the city and the region. The downtown will be a vibrant and dynamic destination that includes an exciting mix of restaurants, clubs and night-spots to complement the art, museum and theatre venues. This is in large part thanks to funding from additional sources and a regional asset district that provides funds from consumer and private sources.

### **Economic Development**

Roanoke is the strong center of a strong region, boasting a creative, diverse, sustainable economy. To achieve this vision:

“New economy” opportunities will be regionally marketed and developed. The Roanoke Valley Economic Development Partnership will successfully market the region’s assets to businesses in targeted industry groups such as biotechnology, optics, information technology/software and transportation-related manufacturing and services.

Roanoke’s vibrant downtown will serve as the economic engine and cultural center for the region, enhanced by new activity centers through the designation of a technology zone and an expanded library and Higher Education Center.

The Riverside Centre for Research and Technology, with the Carilion Biomedical Institute as its anchor, will serve as a successful prototype for similar biotechnology industry clusters in the future.

Roanoke’s brand identity will be known both locally and globally. Roanoke will be rated as one of the top tourist destinations for outdoors and family vacations. The Roanoke name will be associated with its healthy outdoors and adventure areas, combined with high-quality entertainment. The marketing strategy will be credited with increasing tourism and attracting several nationally known businesses to locate in the City. The influx of young professionals and families will boost the City’s marketability to businesses that are seeking a quality lifestyle and a pool of talented, highly trained professionals.

Roanoke’s labor force will be well educated and trained for cutting-edge career opportunities that link industry with colleges and high schools.

Underutilized industrial sites throughout the City will be targeted for intensive economic development and reuse.

### **Transportation and Infrastructure**

In 2020, Roanoke’s transportation system is an integrated multi-modal, user-friendly network of well-designed streets that support auto, transit, pedestrian and bicycle traffic. To achieve this vision:

Roanoke’s transportation system will include an attractive and efficient network of roadways. Landscaped urban boulevards connecting neighborhoods and urban areas will be bordered by sidewalks, comfortable for bikers and linked to greenways. Expressways will be carefully designed to carry traffic through, into and out of the city with carefully minimized impact on surrounding neighborhoods. Local transit will connect higher-density centers of development — downtown and major employment centers along main roadway corridors — supported by a demand-driven system of buses and shuttles that serves areas of greatest access needs.

## **VISION 2001 – Comprehensive Plan Element Areas**

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### **Transportation and Infrastructure (Continued)**

Air traffic will link the region to major national destinations and passenger rail service will have returned to the city, making possible short trips to Charlottesville, Richmond, Washington and other points north or south.

A framework of support infrastructure will set the stage for sustainable economic growth and quality development — not only the physical network of telecommunications, public utilities and private energy networks, but also an associated program of available earmarked space, trained workforce and supportive government policies.

### **Public Safety and Services**

The City delivers high-quality, effective services to maintain and enhance the city's safety, appearance and environment. To achieve this vision:

Roanoke will be known as a safe city where public services are professional, standardized, responsive and community oriented. Public safety services will be provided equitably, efficiently and effectively to citizens, regardless of jurisdiction.

The City will have a multi-departmental approach to identifying and resolving a variety of community issues and strengthening the cooperative relationship among City departments, business and neighborhood organizations and citizens. Multi-service facilities in key areas of the city will offer needed public services and programs at convenient and accessible locations.

Solid waste management and recycling will be a model program with participation from all citizens in the city and in other jurisdictions.

### **People and Human Development**

In 2020, all citizens have access to a first-rate educational system linked to skills-based training programs and state-of-the-art health care to enhance and support a healthy and productive life. To achieve this vision:

The City will promote lifelong learning for all citizens by encouraging the development of first-class academic and vocational institutions that recognize the changing global economy and diverse world in which we live.

Roanoke's schools will be known for their enhanced education programs that ensure all children receive a quality education for entry into the workplace or participation in higher education.



### People and Human Development (Continued)

The library is a state-of-the art information and research center. The new downtown library will receive national recognition as a model for the new role of libraries in the community as collections of information, knowledge centers and community learning locations. The video conferencing center has enabled small businesses and groups to actively participate in national and international programs; the coffee shop is a favorite meeting place and regularly hosts programs ranging from authors' nights to scrabble tournaments.

The city's state of the art health care and research facilities continue to provide the highest quality health care for residents in the region. A community-based system will bring human and health services into neighborhoods to provide affordable, accessible health and human services that respond to needs and improve the quality of life for all citizens.

New multi-service facilities in neighborhoods will include outreach space for public sector and non-profit human services programs and provide services to citizens where they are needed. These facilities will function as 12-month community centers for education, lifelong learning, information and referral and recreation for people of all ages.

### City Design

Finally, a unifying theme to implement Roanoke's vision of a sustainable and livable city is that of *City design* — increasing the beauty of Roanoke's gateways and streetscapes, neighborhood and housing developments, village commercial centers and new economic development and institutional growth. To achieve this vision:

Design improvements to major entry corridors into the city will enhance Roanoke's image and the visual appearance of the city.

Design principles and guidelines will serve as marketing tools and provide desired models for new development by investors and landowners that encourage compatibility with existing neighborhoods. Village centers and areas for housing clusters will provide opportunities for new economic development initiatives.

Similarly, new public facilities and buildings will be designed for quality appearance and multiple functions. Streets will have minimal pavement width, place greater emphasis on tree canopy and sidewalks and include bicycle and pedestrian systems. Impacts of new development will be carefully mitigated through creative planning and design.

## Citizen Survey

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In 2005, Roanoke's comprehensive citizen survey focused on citizen satisfaction levels with services provided and customer service. The survey provides the opportunity to obtain information on how our citizens feel about the quality of services and the level of customer service they are receiving. This information can assist Roanoke in being more responsive with respect to the delivery of services. The survey included interviews with 505 adult residents of Roanoke and had a margin of error of  $\pm 4.4$  percent.

### Survey Highlights:

The results of the survey were as follows:

1. 76.8 percent of citizens surveyed rated Roanoke a "good" or "excellent" place to live.
2. 75.0 percent of citizens surveyed rated the quality of life in the City as "good" or "excellent."
3. 85.8 percent of citizens surveyed indicated that they are either "somewhat" or "very" satisfied with the overall quality of services provided by the City.
4. 67.1 percent of citizens surveyed "somewhat" or "strongly" agreed that the services provided by the City of Roanoke are worth the taxes paid by citizens.
5. 61.2 percent of citizens surveyed feel City government performance is improving in Roanoke.
6. 45.1 percent of citizens surveyed think that you can "most of the time" or "just about always" trust the City to do what is right.
7. 69.3 percent of citizens surveyed indicated that Roanoke is "somewhat" or "very" effective in meeting community needs.
8. 62.6 percent of citizens surveyed "somewhat" or "strongly" agreed that Roanoke is actively expanding cooperative efforts with other local governments in our region.
9. 60.2 percent of citizens surveyed feel Roanoke City officials actively involve citizens in the business of City government.
10. 66.9 percent of citizens surveyed feel Roanoke does a good job of supporting existing businesses.
11. 54.9 percent of citizens surveyed feel Roanoke does a good job of attracting new businesses.
12. 66.7 percent of citizens surveyed feel it is easy to contact the appropriate City government office when you need a particular service or have a question.
13. 88.9 percent of citizens surveyed indicated that City government employees are generally friendly, courteous, and helpful.
14. 78.0 percent of citizens surveyed feel City government employees provide prompt service.
15. 81.0 percent of citizens surveyed feel City government employees treat citizens fairly.

The next Citizen Survey will be conducted during the spring of 2007. It too will focus on citizen satisfaction levels with services provided and customer service as well as on strategic questions that the City seeks feedback.

## VISION 2001 – Strategic Business Planning

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Strategic Business Planning is a disciplined and pragmatic approach that organizations—both public and private—can use to make decisions *now* about the *future*. It enables them to make more informed choices and decisions, set future directions, establish priorities, allocate limited resources, improve operations, and monitor results. Strategic Business Planning is a process of organizational self-assessment, goal-setting, strategy development, and performance monitoring.

In 2000, the City of Roanoke departments that report up to the City Manager undertook the process of developing strategic business plans for their units. The plans had a five-year outlook and were revised again in FY2005-06. Each year during budget development, the departments and divisions review their strategic plans with the intent of linking their budget requests to the strategic goals and objectives they will be working to accomplish in the upcoming year.

Roanoke's City Council adopted its Vision Statement (pages 1-3) in 2007 and developed its own Strategic Plan in 2003. It was updated in 2005 and again in 2006 (pages 4-7).

The City's Comprehensive Plan – "Vision 2001-2020" – (excerpts on pages 8-11) is an official public document adopted by City Council. It is used as a long-term guide for land use decisions related to growth and development and to assist the City in determining when and where new public facilities and improvements are needed. The plan is reviewed and a report prepared annually to provide a status update on actions taken and implementation. The plan is to be updated every five years, and a major revision is to be undertaken in ten years.

# Using This Document

## USING THIS DOCUMENT

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The budget document has been reorganized to make it easy for all users to find information. "Budget Highlights" immediately follows this section and contains highlights of each of the more detailed budget sections.

The Budget Highlights section can be used in conjunction with the Budget Summary section of this document to examine the City's spending plan for the upcoming fiscal year, to identify increases or decreases in estimated revenues and recommended expenditures, to compare past years' revenues and allocations and to learn the reasoning behind resource allocation recommendations.

### **Glossary**

A glossary of acronyms and terms used here and in the remainder of the budget document can be found in the Appendix section at the end of this document (Appendix 1-7).

### **Developing the Annual Budget**

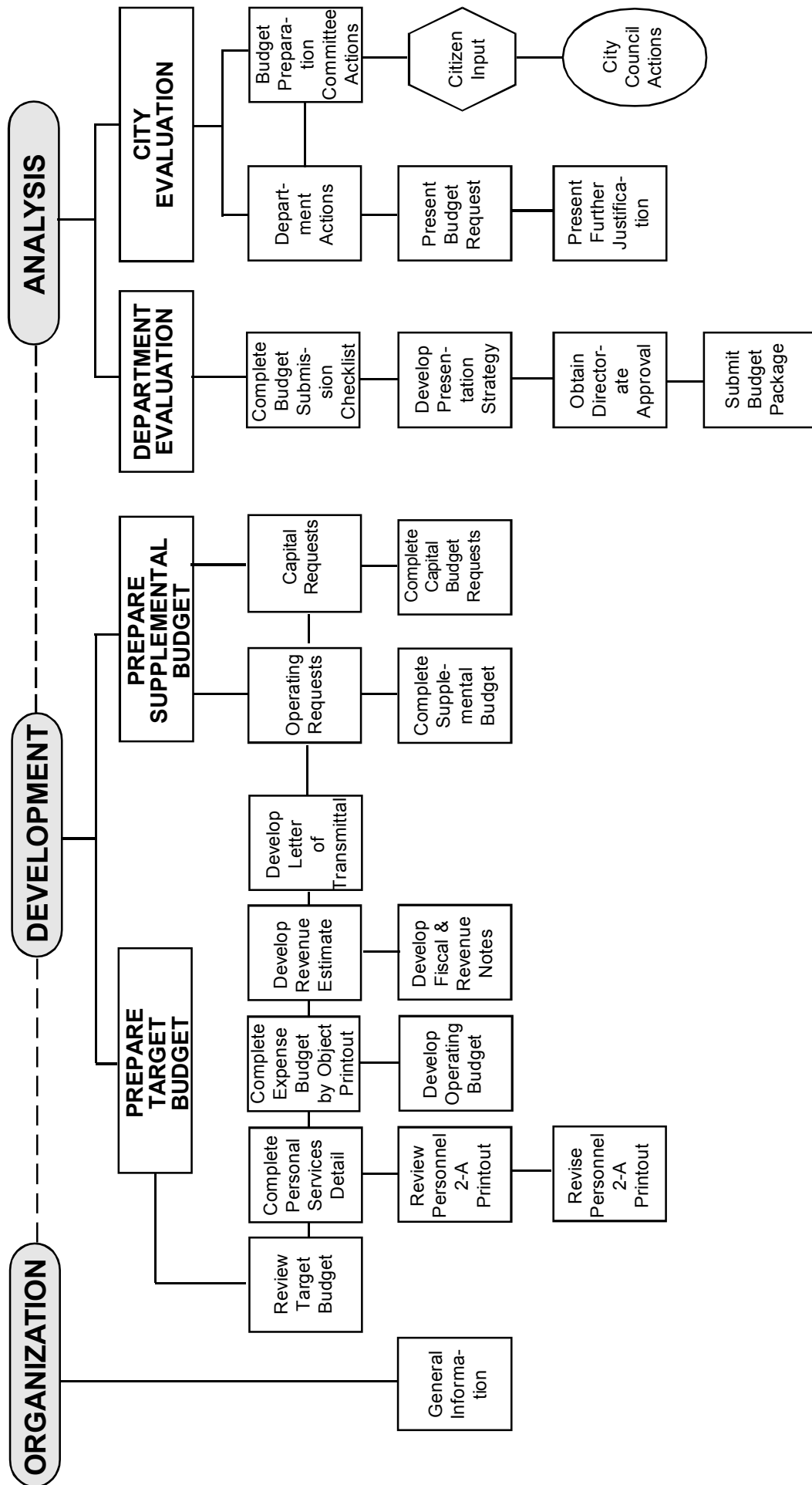
The development of the annual budget is completed in three phases: (1) organization, (2) development, and (3) analysis as illustrated in the Budget Preparation Process flow chart on the following page.

Each year, Roanoke publishes two versions of its budget, or resource allocation plan. The first document published is the City of Roanoke's recommended budget, which is the financing plan for operations during the upcoming fiscal year, which runs from July 1 to June 30. The budget is based on estimates of projected expenditures for City programs, as well as the means of paying for those expenditures, (estimated revenues). Following study and action by City Council, a final or adopted budget, is published.

As required by law, each year, at least 60 days prior to June 30, the City Manager submits to City Council a recommended budget for the fiscal year beginning July 1. After an extensive budget study process and a public hearing to receive citizen input, City Council makes its decision on the final, or adopted, budget. The budget must be adopted on or before May 14. A calendar of events for budget development activities for Fiscal Year 2007-08 is included in this section on Using This Document, Pages 3-4 which more adequately describes the budget development process.



# BUDGET PREPARATION PROCESS



## USING THIS DOCUMENT

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### CALENDAR OF EVENTS FOR BUDGET PREPARATION ACTIVITIES FISCAL YEAR 2007-08

Date

Budget Preparation Activities

December, 2006						
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

**December 1, 2006**

Proposed budget study schedule for Fiscal Year 2007-08 forwarded to City Council

**December 4, 2006**

Preliminary revenue estimate for local taxes prepared by Director of Finance for School Administration Division Managers by the Department of Management and Budget

**December 8, 2006**

Instructions for the budget process, including preparation of goals and objectives, distributed to Department Directors/ Division Managers by the Department of Management and Budget

January, 2007						
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

**January 2, 2007**

City Council adopts budget study schedule for Fiscal Year 2007-08

**January 16, 2007**

Budget packages due in the Department of Management and Budget

**January 31, 2007**

Review of program budget submittal packages by the Department of Management and Budget staff for accuracy and completeness; packages returned to department directors/division managers for any necessary corrections.

February, 2007						
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28			

**February 6, 2007**

Budget Development Work Session with Department Directors

**February 14 - 28, 2007**

Budget work sessions with Budget Preparation Committee and Budget Team

March, 2007						
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

**March 6 - 16, 2007**

Budget Study work sessions with City Manager, Budget Preparation Committee and Directors to balance Fiscal Year 2007-08 budget  
Preliminary revenue estimates for major revenue categories prepared by Director of Finance updated.

**March 30, 2007**

Recommended budget balanced, including School Administration funding recommendation

## USING THIS DOCUMENT

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### CALENDAR OF EVENTS (Continued)

Date

Budget Preparation Activities

April, 2007						
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

**April 12 - 16, 2007**

City Manager briefs City Council on recommended budget.

**April 17, 2007**

Advertisements of public hearings on recommended budget and tax rates appear in news-paper.

**April 26, 2007**

Public hearings on recommended budget and tax rates.

May, 2007						
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

**May 10 - 11, 2007**

City Council budget study work sessions.

**May 14, 2007**

City Council adopts General Fund, School Fund, Proprietary Fund budgets, and an update to the HUD Consolidated Plan, and approves an annual appropriation ordinance.

June, 2007						
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

**June 15, 2007**

Adopted budget made available for public inspection. Adopted budget documents printed and distributed to Department Directors and Division Managers.



## USING THIS DOCUMENT

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The budget comprises three sections, the General Fund, Proprietary Funds and School Fund as illustrated in the Operating Funds Structure chart on the following page in this section. Programs in the General Fund are organized into the following sections:

- ◆ Community Development
- ◆ General Government Administration
- ◆ Health and Welfare
- ◆ Judicial Administration
- ◆ Non-Departmental
- ◆ Parks, Recreation & Cultural
- ◆ Public Safety
- ◆ Public Works

These organizational categories are consistent with those prescribed by the Commonwealth of Virginia's Auditor of Public Accounts for comparative cost reporting by all local governments within the Commonwealth.

Roanoke's three Enterprise Funds -- Civic Facilities, Market Building, and Parking --and three Internal Service Funds -- Fleet Management, Risk Management, and Technology, --are included in the Proprietary Funds section.

This document also includes a summarized section for the Capital Improvement Program and for the HUD Consolidated Plan immediately following the School Fund.

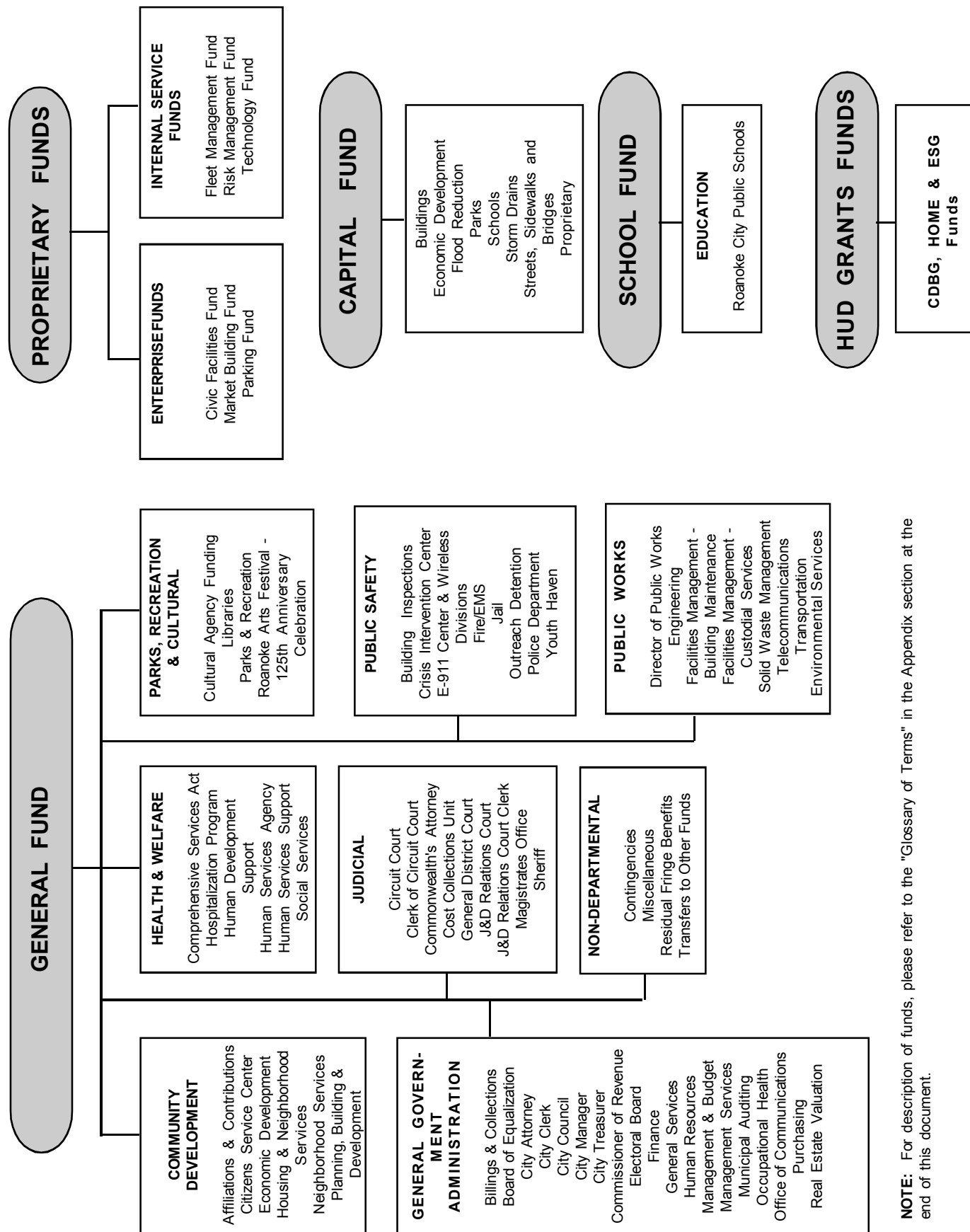
### The Format for Budget Expenditures

Budget expenditure sections are organized according to categories prescribed by the Commonwealth of Virginia's Auditor of Public Accounts. However, Roanoke's government does not operate exactly along the same lines as the State's expenditure categories. Therefore, at the beginning of each expenditure section, you will find an organizational chart showing which programs are included in that section.

The General Fund, Proprietary Funds and School Fund expenditure sections of the budget provide very detailed information, including line-item budgets for each program which summarize the major types (objects) of goods and services recommended for purchase during the coming fiscal year. Major categories of expenditure include:

- ◆ Personal Services (Employee Salaries and Fringe Benefits)
- ◆ Operating Expenditures
- ◆ Internal Services
- ◆ Capital Outlay

# OPERATING FUNDS STRUCTURE



**NOTE:** For description of funds, please refer to the "Glossary of Terms" in the Appendix section at the end of this document.

## USING THIS DOCUMENT

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### Strategic Business Plans

Strategic Business Plans are an important management tool that conveys a department's priorities for a five year planning horizon. This planning document gives every employee an understanding of the department's direction, the rationale behind it, and an outline of how the department will get there. All City departments that report to the City Manager will have an approved strategic business plan.

Strategic Business Plans include the Department's strategic issues, goals and objectives.

With the exception of the School Fund, each section shows not only how citizens' tax dollars would be spent, but also "how much" of a given service would be realized for that expenditure. Key businesses and strategic goals provide quantifiable measures for assessing "how much" of a specific service can be purchased for a given expenditure; and performance measures measure the outcome -- the impact or quality of work accomplished or service provided.

#### ◆ Key Businesses

Key businesses and business activities clearly communicate to others the enterprises the departments must excel in to achieve its mission. The key businesses are the same as those included in the departments' strategic business plan. Each key business is followed by a brief description explaining the item, and highlights the business activities within the key business.

Further, key businesses are linked to City Council's Vision focus areas and the City's Comprehensive Plan (Vision 2001) element areas.

#### ◆ Strategic Goals

Strategic goals describe the department's specific direction and planned destination. Well-defined goals are used to channel the department's actions in a clearly defined way, managing the gap between the present (where we are now) and the desired future (where we want to be).

#### ◆ Performance Measures

Performance measures gauge the overall performance of the department and progress toward achieving its strategic goals.

All new programs or initiatives recommended for funding are included in the recommended budget. City Council is encouraged to review and modify any program included. Therefore, at its discretion, City Council may approve some, all, or none of the new programs. The adopted budget will include the recommended budget with revised programs or initiatives which City Council has approved.

### The Relationship between the Capital Improvement Program (CIP) and the Budget

The City also prepares a five-year Capital Improvement Program (CIP) budget which is published as a separate document. The CIP budget specifies those capital improvement or construction projects which will be funded over the next five years in order to maintain or enhance the City's estimated \$1.0 billion in capital assets. In addition, the CIP budget prescribes a funding method for those projects. Financial resources used to meet priority needs established by the CIP are accounted for through the Capital Projects Fund. An updated summary of the program is included in the Capital Improvement Program Summary section of this document.

## USING THIS DOCUMENT

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The primary expenditure related to the CIP which is included in the budget is funding to cover debt service payments for general obligation bonds or other types of debt required to fund specific Capital Improvement Program projects. The Budget Summary section of this document provides detailed information on debt management issues.

### **Amending the Budget**

The budget may be amended, or changed, in several ways. The City Manager is authorized to transfer amounts not exceeding \$75,000 between programs within any fund during the fiscal year. All other amendments in the form of transfers or supplemental appropriations must be approved by City Council.

In addition, any amendment which involves exceeding the lesser of one percent of the total revenue shown in the current adopted budget, or \$500,000, may not be made without first advertising and then conducting a public hearing. The advertisement must be published once in a newspaper with general city circulation 7 days prior to the public hearing. After obtaining input from citizens, City Council may amend the budget.

### **Basis of Budgeting and Accounting**

The City of Roanoke's accounting records for general governmental type funds are prepared and maintained on a modified accrual basis, which means that obligations of the city are budgeted as expenditures; however, revenues are recognized only when they are measurable and available.

- ◆ **General Fund** – Accounts for expenditures which are not accounted for in other funds; and provides for the regular day-to-day operations of the City.
- ◆ **Proprietary Fund** (fleet, technology, etc.) type funds account for operations that are operated on the accrual basis of accounting. Their expenditures are recognized when a commitment is made and revenues are recognized when they are obligated to the City.
  - ✓ **Enterprise Funds** – Accounts whereby operating expenses are recovered in the form of charges to users for such services. Included in this category are: Civic Facilities, Market Building, and Parking.
  - ✓ **Internal Service Funds** – Accounts for goods or services provided by one department to other departments within City government on a cost-reimbursement basis. Funds included in this category are: Fleet Management, Risk Management and Technology.

For all funds, when goods and services are not received by year-end, encumbrances are reported as expenditures in both the prior and current year. Unspent appropriations lapse at year-end.

The Comprehensive Annual Financial Report (CAFR) shows the status of the City's finances on the basis of "generally accepted accounting principles" (GAAP). In most cases, this conforms to the way the City prepares its budget. Exceptions include:

- ◆ Compensated absence liabilities that are expected to be liquidated with expendable available financial resources are accrued as earned by employees;
- ◆ General staff and administrative charges are recognized as direct expenses of the Enterprise Funds as opposed to being accounted for and funded by operating transfers.

## USING THIS DOCUMENT

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- ◆ Principal payments on long-term debt within the Enterprise Funds are applied to the outstanding liability, as opposed to being expended on a Budget basis.
- ◆ Capital outlays within the Enterprise Funds are recorded as assets and expended on a Budget basis.
- ◆ Depreciation expense is recorded on a GAAP basis only.

The CAFR also shows fund expenditures and revenues on both the GAAP basis and Budget basis for comparison purposes.

### **Financial Planning and Policies**

City Council and City Staff have a financial planning work session to facilitate budget and capital project planning. The work session focuses on revenue outlook, trends, revenue issues, priority expenditures, expenditure issues, capital projects and debt for capital projects.

The financial policies that serve as the framework for the financial operation of City government and the basis for budget development are contained in this section of the budget document on Pages 10-16.

## USING THIS DOCUMENT

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### FINANCIAL POLICY STATEMENTS

#### **Budget Policies:**

1. Roanoke will adhere to all Federal, State and local legal requirements pertaining to the operating budget.
2. Roanoke will employ a structured budget preparation and formulation process that will be used by all entities receiving funding from the City. The process employed will ensure adequate citizen input and participation.
3. Roanoke will avoid budgetary procedures that balance current expenditures at the expense of meeting future years' expenses, such as postponing necessary expenditures, accruing future years' revenues or rolling over short-term debt.
4. Roanoke will maintain a budgetary control system to ensure adherence to the budget.
5. Roanoke will employ a structured expenditure and revenue forecasting system to allow for effective financial planning.
6. The budget will provide sufficient funding to cover annual debt retirement costs.
7. Roanoke administration will prepare regular reports comparing actual revenues and expenditures to budgeted amounts.
8. An independent audit will be performed annually and a management letter received by City Council.
9. The City administration will promptly evaluate the audit management letter recommendations, determine the proper actions in response to these recommendations and complete, within established time frames, all actions that correct or otherwise resolve the matters included in the management letter.
10. The City of Roanoke will continue to annually prepare a budget consistent with the guidelines established by the Government Finance Officers Association to achieve the Distinguished Budget Award Program.
11. Roanoke will adopt a balanced budget in which operating revenues equal operating expenditures.

#### **Expenditure Policies:**

1. Essential services, such as Police, Fire, Emergency Medical Services, and related public safety services, will receive first priority for funding. The City will attempt to maintain current service levels for all essential services.
2. Roanoke will identify low priority services for reduction or elimination, if necessary, before essential services.
3. Roanoke will consider the establishment of new user fees or increases in existing fees as an alternative to service reductions or elimination.
4. In all actions to balance the budget, Roanoke will attempt to avoid layoffs of permanent employees. Any personnel reductions will be scheduled to come primarily from attrition.

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5. Roanoke will pay for all current expenditures with current revenues. Long-term debt and year-end undesignated fund balances will not be used for funding current expenditures.
6. The City of Roanoke will annually review capital asset acquisition, maintenance and replacement issues and provides funding as available through the undesignated fund balance.
7. Roanoke will consider as high funding priorities technological and capital investment programs which are cost effective and which will reduce operating costs.
8. Where possible, Roanoke will integrate service level measures and performance/productivity indicators with the budget.
9. Roanoke will employ a budgetary encumbrance control system to ensure proper budgetary control.

### **Reserve Policies:**

Roanoke will maintain a Budget Stabilization Reserve at a level to provide the City with sufficient working capital and a margin of financial safety to address expenditure emergencies or significant unforeseen declines in revenues in a specific fiscal year in order that essential services to citizens can be provided. Since most government tax supported services are provided within Roanoke's General Fund, the reserve will be a designated portion of fund balance.

1. a. Reserve Floor - The reserve will be maintained between 5% and 8% of the adopted budget. The reserve floor will be 5%, thus if the reserve falls below this, it will trigger the replenishment mechanism described below.
- b. Reserve Drawdown – Drawdown of the reserve may only occur by authorization of City Council. Funds may only be used for unseen emergencies or significant declines in revenues during the fiscal year that otherwise can't be covered from contingencies or other sources. The reserve may not be used to cover recurring declines in revenue sources or recurring expenditures.
- c. Reserve Growth and Replenishment - The reserve will be maintained in its target range relative to budget by allocating interest earnings from investment of the reserve funds, and if necessary, designation to the reserve of a portion of the undesignated fund balance. In the event the Budget Stabilization Reserve is used to provide temporary funding for unforeseen emergencies or significant declines in revenues during the fiscal year, the Fund will be restored to its floor within three fiscal years by designating an adequate amount of undesignated fund balance to the reserve. After replenishing the reserve to the floor, continuing emphasis will be given to increase the reserve farther into the target range.

Roanoke will create and maintain an Economic and Community Development Reserve which will provide a supplement to the economic and community development funding included in the City's Capital Improvement Program. The City of Roanoke has historically funded certain capital improvement projects on a cash basis, and it will continue to do so. The Economic and Community Development Reserve will further provide a source of funding which will create flexibility to cash fund unforeseen opportunities which may arise in the areas of economic and community development.

The following Economic and Community Development Reserve Policy is intended to demonstrate a commitment to financial planning for economic and community development projects which may provide future growth opportunities and expansion of the tax base in Roanoke. The Reserve will be maintained using the following guidelines:

2. a. Reserve Floor - The Reserve will be maintained at or above a target level of \$1.0 million. The Reserve will be a reservation of the Capital Projects Fund balance.

## USING THIS DOCUMENT

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- b. Reserve Drawdown - Use of the Reserve shall occur only by appropriation of City Council for economic or community development projects. Examples of qualifying uses include, but are not limited to, the purchase of property for economic development, economic development incentives, greenway development, and development of infrastructure to support other economic and/or community development projects. The Reserve may not be used for operating or recurring expenditures.
  - c. Reserve Growth and Replenishment - The Reserve will be maintained at a level at or above its target by allocating interest earnings of the Capital Projects Fund and proceeds from the sale of surplus general government real property. In the event the Reserve declines below the target level of \$1.0 million, it will be restored to its minimum within two fiscal years. Reserve replenishment may be accomplished by allowing Reserve growth without appropriation of the reserve or by transferring additional funds to the Reserve.
3. Roanoke will establish a contingency reserve to provide for unanticipated expenditures of a nonrecurring nature, or to meet unexpected small increased service delivery costs. This reserve target will be 0.5% of the General Fund Budget and will be budgeted annually as part of the General Fund.
  4. Roanoke will establish an insurance reserve for self-insured liabilities of the City. The maximum balance of the reserve will be 3% of the total General Fund appropriations of the previous fiscal year. The reserve will be increased a maximum of \$250,000 annually and will be carried forward annually as an unreserved, designated portion of the Risk Management Fund.

### Revenue Policies:

1. Roanoke will take active measures to encourage economic development, thereby developing a diversified and stable revenue system to shelter it from short-run fluctuations in any one revenue source.
2. Roanoke will maintain sound appraisal procedures to keep property values current. Property will be assessed at 100% of full market value and reassessments will be made of all property annually.
3. Roanoke will follow an aggressive policy of collecting all revenues due the City. The annual level of current uncollected property taxes generally will not exceed 1% of taxes assessed.
4. Roanoke will establish all user charges and fees at a level closely related to the full cost of providing the services (i.e., direct, indirect and capital costs); taking into consideration similar charges/fees being levied by other public and private organizations.
5. Roanoke will recalculate the full costs of activities supported by user fees to identify the impact of inflation and other cost increases, and will revise user fees accordingly with review of the Council.
6. The targeting of specific revenues for special programs or projects is discouraged, as it promotes fiscal inflexibility; however, intergovernmental grant assistance will be targeted as much as possible toward capital improvements.
7. Roanoke will aggressively seek Federal and State grant and capital improvement funds and evaluate future local fiscal impact.
8. The General Fund undesignated fund balance will not be used to balance the budget. These funds will be used for non-recurring capital acquisition items.



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### Debt Policy:

The following debt policy is intended to demonstrate a commitment to long-term financial planning. It will be used in conjunction with the Capital Improvement Programs for both the City and School Board. Adherence to this policy will help assure protection of the City's double-A bond rating credit quality.

1. Guidelines for Debt Issuance:

- A. The City will prepare and update annually a five-year Capital Improvement Program (CIP) to be approved by City Council. The CIP will be developed with an analysis of the City's infrastructure and other capital needs, and the financial impact of the debt service required to meet the recommended financing plan.
- B. As part of the annual Capital Improvement Program, the Schools shall furnish the City a schedule of funding needs for any school projects for which the issuance of long-term debt is planned.
- C. Each project proposed for financing through debt issuance will have an analysis performed for review of tax impact and future operating costs associated with the project and related debt issuance costs.
- D. The City's preferred method of sale of bonds is via competitive sale to underwriters. If deemed most advantageous, the City may sell bonds via a negotiated sale, private placement, or other method. Coordination will be made with the City's financial advisor in arriving at a recommendation to issue bonds through other than competitive sale.
- E. All proceeds from debt issuance for the City of Roanoke and the City of Roanoke School Board shall be appropriated by City Council.
- F. All proceeds from the issuance of debt shall be invested through consultation of the Director of Finance with the City Treasurer. Such proceeds shall only be invested in investments permitted by Federal, State and Local law as it relates to public funds with the following objectives:
  - ✓ Safety – Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the portfolio. Specifically, the City will:
    - seek to avoid any loss on the sale or disposal of an investment; and
    - seek to mitigate the risk of unrealized losses due to a decline in value of investments.
  - ✓ Liquidity – The investment portfolio shall remain sufficiently liquid to meet all cash requirements that may be reasonably anticipated. This shall be accomplished by structuring the portfolio in the following manner:
    - Investments will be scheduled to mature in accordance with anticipated cash needs, in order to minimize the need to sell investments prior to maturity; and
    - A portion of funds will be maintained in cash equivalents which may be easily liquidated without a loss of principal should an unexpected need for cash arise.
  - ✓ Yield – The investment portfolio shall be designed with the objective of maximizing a fair rate of return consistent with the investment risk constraints and cash flow characteristics of the portfolio. Consideration shall be made with regard to the arbitrage yield and the City's goal of maximizing allowable investment earnings.

## USING THIS DOCUMENT

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- G. Proceeds from the issuance of debt shall be monitored by the investment custodian with regard to arbitrage. Compliance with all applicable federal tax requirements shall be made. The City will coordinate with its investment managers with regard to expected project funds payout so as to maximize investment earnings in light of federal arbitrage requirements.
- H. Long-term debt will be issued to purchase or construct capital improvements or equipment with a minimum expected life of five years. The City will not use long-term borrowing to finance annual operating needs. The term of any bond issue will not exceed the useful life of the capital project/facility or equipment for which the borrowing is intended.
- I. The City will attempt to avoid short-term debt to provide cash flow for annual operations. Debt issued for operating purposes will be limited to cases where there is reasonable certainty that a known source of revenue will be received in the current fiscal year sufficient to repay the debt or where there is a clear financial emergency.
- J. The City will comply with all applicable U.S. Internal Revenue Service and U.S. Treasury arbitrage requirements for bonded indebtedness in order to preserve the tax-exempt status of such bonds.
- K. Bond issues should be planned to minimize the frequency of issuance, thereby ensuring the lowest possible costs of issuance. When determining the size of a bond issue, consideration should be given to the need for construction, debt service and capitalized interest funds. Construction fund draw schedules shall be prepared, and projection of conservative earnings on unspent bond funds should be made in conjunction with planning of the City's Capital Improvement Program.

The decision to use bond proceeds to pay interest during construction for revenue-producing projects shall be made on a case by case basis and shall be based on an evaluation of the opportunity cost of funds and the availability of other sources of funds to pay interest costs.

- L. General obligation bonds will be amortized on a level principal basis to the extent practical, and revenue bonds will be amortized on a level debt service basis to the extent practical considering the forecasted available pledged revenues. Principal payments on all indebtedness should begin within eighteen months of the issuance unless forecasted pledged revenues necessitate additional delay.
- M. The City shall not endorse the obligations of any entity other than the City of Roanoke or Roanoke School Board. However, the City may enter into contracts with other regional or local public entities with respect to public purpose projects, which provide for certain payments when project or entity revenues prove insufficient to cover debt service on obligations issued to finance such project(s). The City will enter into these type agreements only when there is a long-term public and financial interest in the regional or local project. These obligations could be structured as Moral Obligation Bonds, or with an underlying support agreement or other contractual arrangement. These obligations do not affect the legal debt limit of the City and any payments are subject to annual appropriation. However, if such payments were made, the obligations would be considered tax-supported debt.

### 2. Limitations on Level of Debt to be Issued and Outstanding

#### A. Constitutional and Statutory Limitations:

- ✓ Article VII, Section 10 of the Constitution of Virginia, the Public Finance Act and the City Charter establishes the City's Legal Debt Margin at 10% of the assessed value of real estate within the City shown by the last preceding assessment for taxes.

## USING THIS DOCUMENT

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- ✓ The Public Finance Act and the City Charter also establish other limits as to the amounts and types of debt the City may issue.

B. Self-Imposed Debt Targets:

- ✓ Net tax-supported debt as a percentage of the assessed value of real estate in the City will not exceed 5%.
- ✓ Tax-supported general obligation debt service shall not exceed 10% of General Fund expenditures.
- ✓ Tax-supported debt will be structured in a manner such that not less than 50% of the aggregate outstanding tax-supported debt will be retired within ten years.

3. Types of Debt Issuance

- A. The City may issue general obligation debt for capital or other properly approved projects.
- B. The School Board may use the Virginia Public School Authority (VPSA), Qualified Zone Academy Bonds (QZAB), or State Literary Fund loans to finance school capital projects. Such debt issued on behalf of the School Board constitutes general obligation debt of the City. The City Manager and the Director of Finance shall approve any application to the Commonwealth of Virginia for such debt. City Council shall approve the issuance of the bonds as required by the Public Finance Act. The School Board shall approve such financings before requesting City Council approval.
- C. The City may issue revenue bonds to fund proprietary activities or for other capital projects that generate adequate revenues from user fees to support operations and debt service. The bonds will include written legal covenants which require that revenue sources are adequate to fund annual operating expenses and annual debt service requirements.
- D. Capital leases may be used to purchase buildings, equipment, furniture and fixtures. The term of any capital lease shall not exceed the useful life of the asset leased. Revenue bonds may be issued by the City or other entity that are secured by a City capital lease(s).
- E. The City may issue bond anticipation notes (BANS) in expectation of general obligation bonds or revenue bonds when cash flow is required in order for the capital project to be initiated or continued, or when market conditions do not appear favorable on a given date. BANS will not be issued to mature more than two years from their date of issuance.

4. Advance Refunding of Debt

- A. The City shall issue refunding bonds to realize net present value savings, eliminate onerous covenants or provisions in outstanding bond documents, or in the event of financial emergencies or hardships.
- B. Interest rates on outstanding debt shall be continuously monitored in relation to current market conditions to determine if an advance refunding of an outstanding bond issue will achieve interest cost savings to justify the refunding.
- C. When contemplating an advance refunding, the City's goal will be to obtain net present value savings, net of issuance costs, of at least three percent of the principal amount of the refunded bonds. When circumstances justify lesser savings, it is understood that this goal may not be achieved.

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- D. Unless the purpose of the refunding is to restructure debt service, refunding bonds shall be structured such that savings are realized to the extent possible throughout the remaining life of the bonds rather than in the early years of the bonds.
- E. The City shall consult with its financial advisor prior to issuing any indebtedness to refund any outstanding bonds.

5. Investor Relations, Disclosure and Communication

- A. The debt ratios outlined above will be computed annually and reported in the Comprehensive Annual Financial Report, along with a computation of net tax-supported debt per capita.
- B. The City will maintain communication with bond rating agencies to keep them abreast of its financial condition by providing them the City's Comprehensive Annual Financial Report, Annual Budget, and Capital Improvement Program.
- C. The City will comply with all of its undertakings in accordance with Securities and Exchange Commission Rule 15c2-12 and the City will follow the Government Finance Officers Association and Securities and Exchange Commission requirements for continuing disclosure.

6. Debt Service Fund Balance

- A. The fund balance of the Debt Service Fund shall be reserved for the future payment of annual principal and interest payments, which includes general obligation bonds of the City, including school debt. General obligation bonds specifically issued for Proprietary Fund purposes shall be excluded.

# BUDGET HIGHLIGHTS

## BUDGET HIGHLIGHTS

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### GENERAL FUND EXPENDITURES:

The two major components of General Fund expenditures are Roanoke City Government and the local share of the Roanoke City Schools' budget. Following are the expenditure levels adopted for FY 2007-08 and related information.

	<u>Recommended Funding Level</u>	<u>Dollar Change from FY 06-07</u>	<u>Percent Change from FY 06-07</u>
City Government	\$190,953,368	\$9,276,666	5.11%
Local Share of School Budget	<u>61,561,632</u>	<u>3,631,334</u>	<u>6.26%</u>
<b>Totals</b>	<b>\$252,515,000</b>	<b>\$12,908,000</b>	<b>5.38%</b>

NOTE: The local share of the School budget includes the Schools' allocation of interest income (\$200,000) as well as funding for the Adolescent Health Partnership \$25,000. The net transfer has been adjusted by both amounts. Interest income is budgeted as a separate line item in the School budget portion of Comprehensive Services Act expenditures is included in the City Administration portion of the budget. Details of the Schools' budget are provided in the "School Fund" section of this budget document.

Based on these adjustments, the General Fund budget is presented as follows:

City Government Budget	\$191,128,368
Net Transfer to Schools	<u>61,386,632</u>
<b>Total</b>	<b>\$252,515,000</b>

### Analysis of Increase in Recommended City Budget:

The recommended City budget increased \$9,276,666 or 5.11% over the current fiscal year, and includes funding for the following major expenditures:

Employee Compensation - \$3,424,151 – Provides for an average pay increase of 4.0% of the current (base) salary of each employee effective July 1, 2007. This cost includes additional fringe benefit expenses associated with the pay increase. The proposed pay plan is shown in the Appendix section of this document.

#### **A. PERSONAL SERVICES/FRINGE BENEFITS – \$1,445,874:**

1. Staffing Adjustments – \$627,144 - Staffing or position adjustments total \$627,144 and are outlined below:
  - a. Staffing Additions - \$646,576 – Seventeen new positions are included in the General Fund at a salary and benefits cost of \$646,576. The new positions include a Senior Tax Compliance Administrator (City Treasurer), a Senior Accountant (Finance), a Collector (Billings and Collections), a Human Resources Technician (Human Resources), a Training and Recruitment Supervisor and an Operation Specialist (E-911 Wireless), a Combination Inspector (Building Inspections), a Maintenance Technician I (Parks), a Social Worker (Social Services-Services), a Utilization Management Coordinator (CSA), three Library Assistant II's, a Library Associate, a Librarian II (Libraries), an Engineering Technician II (Engineering) and an Assistant to the City Manager (City Manager). An additional position (Programmer) has been added to the Technology fund.

## BUDGET HIGHLIGHTS

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- b. Position Eliminations (\$19,432) – One-half FTE position will be eliminated (Social Services – Employment Services). Additionally, seven positions will be eliminated from Fleet Management and five positions will be eliminated from Civic Facilities.
- 2. City Retirement - \$382,944 - This cost increase, prior to the application of the pay raise, is a result of an increase in the retirement contribution rate. The retirement contribution rate for FY 2007-08 is 15.73%, an increase from 15.11% in FY 2006-07.
- 3. Health Insurance - \$61,686– This cost increase is a result of increased participation.
- 4. Life Insurance – (\$53,371) – This cost decrease is a result of a premium decrease.
- 5. Temporary Employee Wages - \$131,579 – Funding will be utilized for part-time staff for the Enhanced Code Enforcement Initiative, fire safety inspections as well as staffing for the Tax/Treasury project.
- 6. OPEB - \$428,000 – This funding will provide for the cost of Other Post Employment Benefits liability.
- 7. Other Decreases – (\$132,108) – Other personal services expenditures have decreased \$132,108.

### **B. OPERATING EXPENDITURES – \$2,478,751:**

- 1. Capital Building Maintenance - \$126,667 – Funding will bring the total allocation to \$746,667 of a targeted \$1,000,000.
- 2. Health Department - \$45,284 – Funding is budgeted for the increased cost of salary and benefits and rent at the Civic Mall.
- 3. Utilities - \$73,705 – Funding will supplement existing funds for increased costs in utilities such as electric and water.
- 4. Street Paving - \$318,000 – Provides additional funding for street paving.
- 5. Jail Medical - \$97,141 – Funding will be used to pay for the increased cost of jail medical services.
- 6. Social Service Programs - \$682,529 – Funding for program such as foster care, special needs adoption and daycare services.
- 7. Residential Juvenile Detention Services - \$183,813 – Funding will provide for the increased utilization of residential detention services and electronic monitoring services.
- 8. Library - \$155,277 – Funding will provide for enhancements to the collection, program activities, and technology.

## BUDGET HIGHLIGHTS

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9. Police - \$220,205 – Funding will provide for the increased cost of animal control services (SPCA), impound lot rental, overtime, and mounted patrol.
10. Performance Agreement - \$83,000 – Funding will provide for payment of amount when due for the Ivy Market agreement.
11. Cultural/Human Services Agencies - \$154,585 – Increased funding to Roanoke Arts Commission, Human Services Advisory Board, Blue Ridge Behavioral Health Care, Virginia Cooperative Extension, Center in the Square, Convention and Visitors Bureau, and Roanoke Economic Development Partnership.
12. Infrastructure Maintenance - \$285,000 – Funding will provide for bridge maintenance, storm drain maintenance, curb/gutter/sidewalks, traffic signal equipment, and decorative street lights.
13. Parks and Recreation Support - \$52,411 – Funding will provide for support of the Roanoke River Greenway and Riverkeepers, athletic field maintenance and year-round restroom maintenance.
14. Other Adjustments - \$764,619 – Included adjustments for inflationary costs and other program expenses across department boundaries.
15. Budget Reductions – (\$763,485) – Reductions in operating accounts across general fund and general fund supported departments.

### C. INTERNAL SERVICES – \$601,717:

Internal Service Fund - This expenditure category represents the charges that are levied against General Fund departments by the Internal Service Fund departments listed below.

- a. Technology
- b. Fleet Management
- c. Risk Management

Internal Service expenses allocated to the General Fund increased due to funding provided for capital expenditures and equipment replacement as well as other overhead expenses.

The adopted budget includes adequate funding to reimburse Internal Service Fund departments for services which they provide to General Fund departments.

### D. TRANSFERS TO OTHER FUNDS – \$1,326,173

1. Capital Projects Fund – \$1,333,307 - Funding has increased as a result of the following:
  - a. Reallocation of \$1,333,307 in funding for one-time projects or expenditures.
2. Debt Service Fund – (\$191,510) - Funding has increased for City and School Debt Service:
  - a. \$1,167,500 of additional Debt Capacity.
  - b. Reallocation of (\$1,347,092) from Transfer to Capital Projects Fund used for one-time expense.
  - c. (\$11,918) Miscellaneous Adjustment.

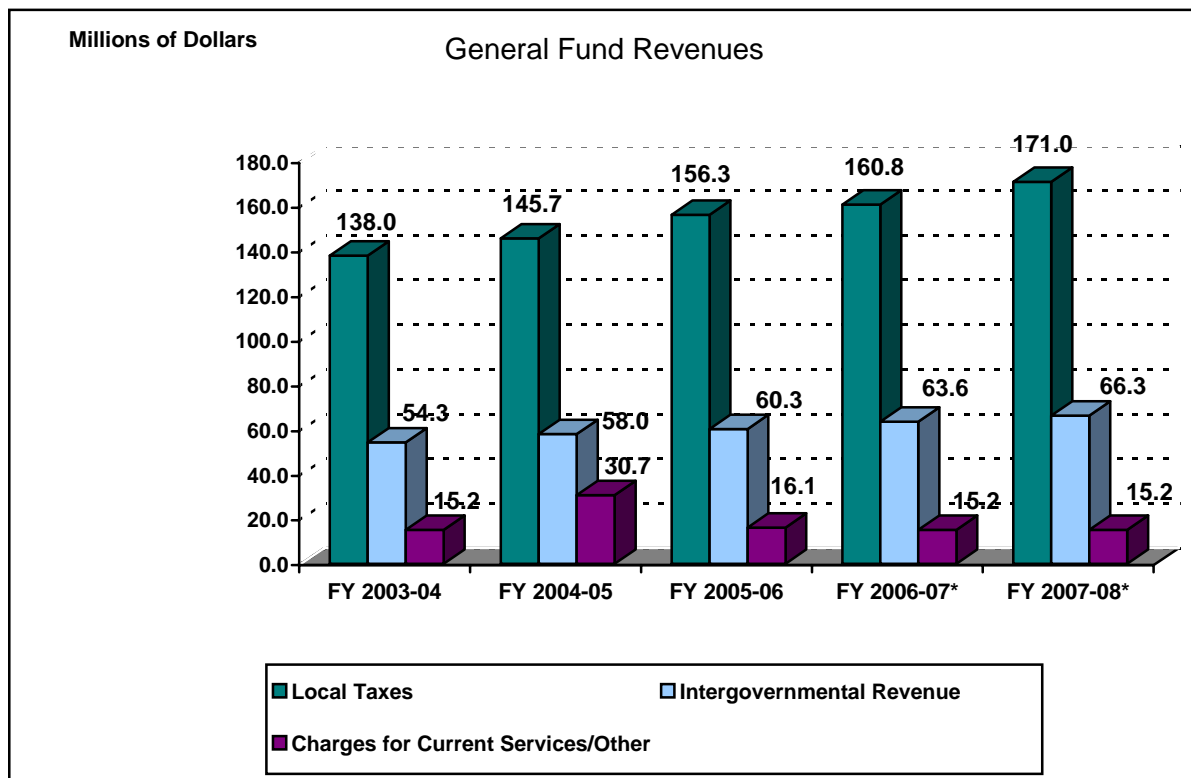


## BUDGET HIGHLIGHTS

3. Parking Fund – \$142,500 - Funding for the transfer to the Parking Fund has been increased for debt service.
4. Greater Roanoke Transit Company (GRTC) – (\$2,355) - Funding for the transfer to the Greater Roanoke Transit Company has decreased \$2,355 due to an expenditure reduction in the Marketing Program.
5. Grant Fund - \$44,231 – Additional funding has been provided for the Victim Witness Program as well as the Homeless Assistance Team Grant.

### GENERAL FUND REVENUES:

General Fund estimated revenues total \$252,515,000, an increase of \$12,908,000, or 5.4%, over the FY 2006-07 adopted budget. The following chart illustrates General Fund five-year revenue trends for the City of Roanoke. Revenues are divided into three major categories: (1) Local Taxes, (2) Intergovernmental Revenue (State and Federal), and (3) Charges for Services. More detailed trend information for these three categories is presented beginning on page 6 of the Budget Highlights.



\* Adopted Budget

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## BUDGET HIGHLIGHTS

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An analysis of changes in the three major categories of revenue is as follows:

### A. LOCAL TAXES

**\$10,197,000**

Local taxes are the largest category of revenues for the City. Local taxes comprise 68% of all FY 2007-2008 General Fund revenues. The local tax category is expected to increase 6.3% compared to FY 2006-2007. Growth in local taxes is a primary measure of the health of our local economy. The increase in major revenues or categories of revenue is denoted below.

1. Real Property - \$4,685,000 – The real estate tax is the single largest source of revenues for the City of Roanoke. Growth in this revenue is derived from new construction and from increased assessments of existing properties. Reassessments provide growth of 5.23% while new construction provides an increase of 1.07%, for a total increase of 6.30%. While real estate assessment growth continues to be fairly strong within the city, it has decreased from the prior year, and assessment growth will continue to decline in upcoming years as the real estate boom levels off. Important elements of Roanoke's real estate taxation system are programs that provide relief to certain taxpayers or on selected types of properties. Relief expected to be granted in FY08 will total approximately \$1.9 million. This is comprised of relief to the elderly and disabled taxpayers of \$851,000, relief on agricultural properties of \$62,000, and relief for properties under rehabilitation of \$798,000. Additionally, leased property receives tax exemptions totaling \$171,000. These relief programs are intended to benefit those on fixed incomes or with limited ability to cover the costs of increased taxes or to provide incentives for owners who invest in rehabilitation of aged properties. The City's real estate taxes are due annually in two installments, October 5<sup>th</sup> and April 5<sup>th</sup>. The City's current tax rate of \$1.19 per \$100 of assessed value is below the rate of all other Virginia urban cities of similar or larger population than Roanoke.
2. Personal Property – \$1,506,000 – Growth of 9.1% is projected in the personal property tax. This is the result of normal annual growth which averages 2 to 3% applied to the actual revenue achieved in FY06 when higher than average growth was experienced. The FY07 estimate is actually lower than the FY06 actual revenue, allowing FY08 to serve as a catch-up period. A factor which positively impacts the local tax received from personal property is that the state tax relief has been frozen at a predetermined level. This requires localities to increase the portion of personal property considered to be a local tax since the state portion cannot increase. Annual assessments of the personal property tax are made in early April, and the tax due date is May 31.
3. Public Service Corporations – (\$218,000) – The State Corporation Commission and State Department of Taxation assess the value of real and personal property for public service corporations. Both real and personal property are taxed at the prevailing real estate rate. The revenue estimate in FY08 anticipates a decline compared to the FY07 estimate in part due to the reduction in FY07 of the real estate tax rate and also due to the fact that this tax base has declined in recent years as the value of personal property owned by such companies has decreased.
4. Sales Tax - \$2,175,000 - Sales tax is expected to increase 10.6% when compared to the FY07 adopted estimate. This is the result of better than expected performance in both FY06 and FY07 year to date which boosts future projections of this revenue. The sales tax growth during FY07 has hovered in the 8 – 9% range, much higher than the typical growth of 3%. The FY08 estimate acknowledges the current year trend and expects next year's growth to return to a more traditional level.
5. Cigarette Tax – (\$513,000) - The City increased its cigarette tax rate effective July 1, 2006, in an effort to provide revenue neutrality for our General Fund despite a reduction in the real estate tax from \$1.21 to \$1.19 per \$100 assessed value. The decline in the revenue estimate for FY08 is a required adjustment as the tax is not performing as well as expected following the rate increase. The increase, from 27 to 54 cents per pack, was preceded by a surge in stamp purchases in FY06 as wholesalers sought to stock up before the rate change. Additionally, the increase in rates has evidently been followed by a decrease in cigarette sales as consumers seek products from other communities. Over time, this revenue is expected to improve, however, the FY08 estimate acknowledges the current status of this local tax.

## BUDGET HIGHLIGHTS

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6. Business and Professional Occupational License Tax (BPOL) – \$1,554,000 – The BPOL tax is another major local tax and is a strong indicator of the health of the local economy as it is based on the gross receipts of businesses operating within the City. The FY08 estimate has increased significantly due to the fact that it is built on an FY06 revenue base which achieved strong growth over FY05. The FY08 estimate anticipates continued growth of 3% per year thereafter, which is consistent with long term growth trends in this tax.
7. Transient Occupancy Tax – \$249,000 – This tax is another consumer-driven source of revenue, and it performs best when tourism is healthy and consumer confidence is high. This revenue source has grown very well in each of the past two years, and the growth of nearly 10% in arriving at the FY08 estimate is computed on a strong base from this above-average performance in FY06. Growth of 5.5% and 4% is expected for FY07 and FY08, respectively.
8. Prepared Food and Beverage Tax - \$943,000 – This tax is our fifth largest in the City, and it, too, has performed very well in recent years and is a strong indicator of local economic conditions. The FY08 revenue estimate is predicated on revenue growth of 4.5% per year applied to the base of FY06 performance. Since the FY06 actual was higher than average, the revenue source grows by nearly 9% in total when compared to the FY07 adopted revenue.
9. Bank Franchise Tax – (\$200,000) – This estimate has been reduced as a result of FY07 bank stock tax results which were lower than those of recent years.
10. Other - \$16,000 – Local taxes not individually described includes penalties and interest, utilities, admissions, motor vehicle license, and franchise fees

### **B. INTERGOVERNMENTAL REVENUE**

**\$2,661,000**

This revenue category is primarily comprised of State funds designated for specific programs. There is little local discretionary use of these funds, much of which is paid to the City on a reimbursement basis. This category represents 26% of total revenue for the General Fund. The FY 2008 revenue estimate will increase 4.2%. The major categories of intergovernmental revenues are discussed as follows:

1. Non-Categorical Aid – \$70,000 - This category of State taxes is comprised of revenues from personal property tax relief, rental car, recordation, ABC/wine, and rolling stock taxes. There are slight increases expected in FY08 in both recordation tax and rental car tax. The largest source of revenue in this category is personal property tax relief. The amount provided by the State has been frozen at approximately \$8.1 million annually. Thus, the growth in the category is under 1%.
2. Shared Expenses – \$955,000 - This category of revenue accounts for reimbursement to the City for the State share of salaries and operating expenses of the Constitutional Offices including Commonwealth's Attorney, Sheriff, Commissioner of the Revenue, Treasurer and Registrar. The FY08 Commonwealth funding provides pay raises of 4% to most State Compensation Board funded positions.
3. Social Services – \$782,000 – Social services revenues in FY08 are anticipated to approach \$27 million, a sizable component of the City's funding from the Commonwealth. This funding covers foster care, the comprehensive services act, day care, employment services and other social services programs. Growth of 3% is included in the FY08 budget, following a significant year of growth from FY06 to FY07. These revenues are largely reimbursement based, and the City adopts an expenditure budget adequate to fund the state and local share of these programs.
4. Other Intergovernmental Revenue – \$854,000 - The Other Categorical Aid category consists primarily of street maintenance, jail per diems, HB-599 and Virginia Juvenile Community Crime Control Act (VJCCCA) funding. The growth in this category of 4.3% can be attributed to expected growth in street maintenance funding and in HB599 funding based on the State's allocation. An increase in E-911 wireless funding also aids this category.

## BUDGET HIGHLIGHTS

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### C. CHARGES FOR SERVICES/MISCELLANEOUS

\$50,000

The Charges for Services category is the smallest revenue category. Most of the revenue in this category is generated from fees charged for services rendered to our citizens. This category comprises only 6% of General Fund revenues. The major charges for services categories are discussed as follows:

1. Fines and Forfeitures – \$80,000 - Parking ticket revenues and fines and collection fees assessed by various courts make up this category, which is expected to increase 6.2% in FY08 as compared to the FY07 adopted estimate. The majority of the growth in this category will be achieved from increased revenues from collection fees imposed on delinquent real estate, personal property and other receivables.
2. Revenue from Use of Money and Property – \$183,000 - Rental revenue on buildings is expected to increase as a result of building rental rate increases.
3. Interfund Services and Central Services – (\$200,000) - Revenue in this category is generated by General Fund services provided to departments of the City's proprietary, grant, and capital funds or organizations such as the City Schools, Valley Metro and Roanoke Regional Airport Commission. The decrease expected in FY08 is mainly the result of lower anticipated billings to the Schools for Comprehensive Services Act expenditures.
4. Sheriff/Jail – (\$90,000) - This category is expected to decline due to a decrease in the expected revenue from housing of prisoners from other localities.
5. All Other Charges/Miscellaneous – \$77,000 - Revenues included in this category include permits, fees, and licenses, court fees, charges for sanitation services, library charges, recreation fees, human services charges and miscellaneous revenues which may be nonrecurring. The increase expected in FY08 is mainly due to an increase in the rebate received by the City on its purchasing card program.

### PROPRIETARY FUND REVENUES:

#### A. ENTERPRISE FUNDS:

1. Civic Facilities Fund - Estimated revenues for the Civic Facilities Fund total \$5,206,815. Revenues are comprised of operating revenues of \$3,131,823 and a General Fund supplement of \$2,074,992. These revenues will fund total operating and minor capital expenses of \$3,885,505, a \$61,869 transfer to the Debt Service Fund and \$1,259,441 in principal and interest payments due in fiscal year 2008.
2. Market Building Fund - Estimated revenues from the rental of the City-owned Market Building of \$286,500 and a General Fund supplement of \$35,000 will cover total operating expenses of \$321,500.
3. Parking Fund - Estimated revenues generated from the City's parking facilities will total \$2,816,690. These revenues will fund operating costs of \$1,435,921 and principal and interest payments of \$1,173,487. In addition, a reserve for future debt service associated with the construction of new parking facilities will be established in the amount of \$204,975.



## BUDGET HIGHLIGHTS

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### B. INTERNAL SERVICE FUNDS:

1. Department of Technology (DOT) - Estimated revenues of the Department of Technology total \$6,961,885. These are comprised of billings to user funds and departments of \$6,619,643 for information technology and telephone services and outside third party billings of \$342,242. These revenues will fully fund the operation of the department of \$5,601,084 and the FY08 costs of \$1,360,801 for capital outlay.
2. Fleet Management – Fund revenues will total \$6,983,593. These consist of operating revenues of \$6,883,593 and surplus sale revenues of \$100,000. These revenues will fund department operating costs of \$4,321,149, capital outlay of \$2,544,397 and a reserve for future capital outlay of \$118,047.
3. Risk Management - The primary activity of this fund is to record health insurance premiums billed to other funds and related claim payments under the City's employee medical plan. Additionally, the City's self-insured workers' compensation and auto liability plans are recorded in this fund. Projected revenues for this fund total \$14,714,702. While expenses of \$14,874,811 are anticipated in FY08, the City will again utilize its health insurance reserve to fund a portion of the medical insurance plan. The reserve has been used to smooth rate increases imposed by the health insurance provider and spread them over a number of modest and consistent annual increases.

### SCHOOL FUND - ROANOKE CITY PUBLIC SCHOOLS:

The City of Roanoke School Board adopted its FY 2007-08 operating budget totaling \$144,136,224 which represents an increase of 4.74% over the FY 2006-2007 budget. The budget adopted by the School Board included funding in the amount of \$61,371,171 provided by the City of Roanoke. The revised estimate of funding to be provided totals \$61,386,632 resulting in a total budget of \$144,136,224.

For additional information about the Roanoke City School's budget, please see the "School Fund" section of this document or the Roanoke City Schools budget document.

### CAPITAL IMPROVEMENT PROGRAM:

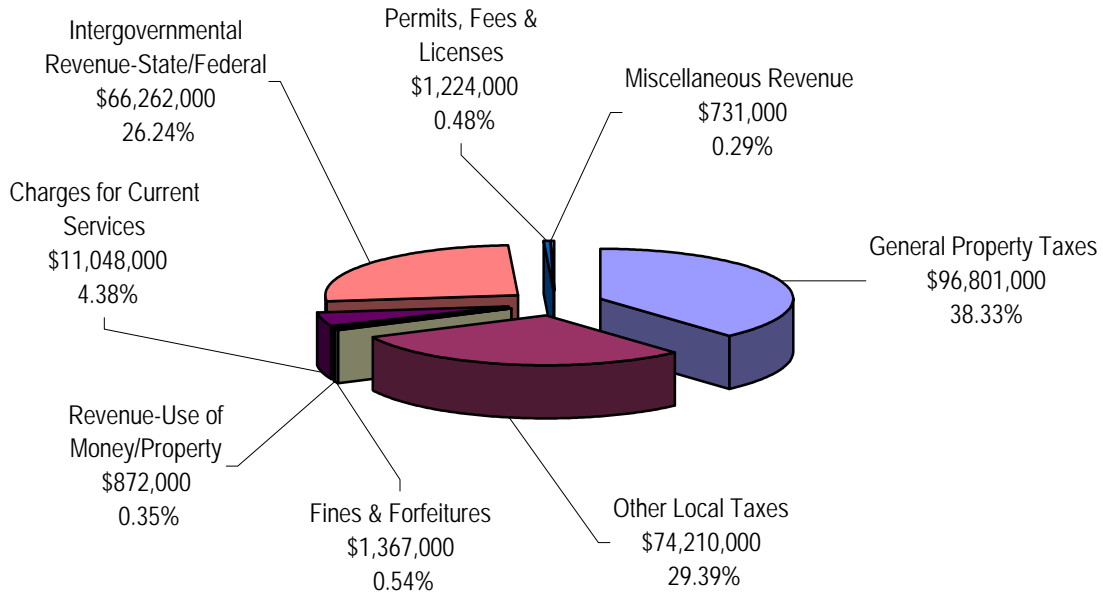
A summary of Capital Improvement Program (CIP) projects is included in the Capital Improvement Program Summary section of this document. Adequate debt service expenditures have been included in the budget to allow continuation of all currently approved capital projects.

# BUDGET SUMMARY

## BUDGET SUMMARY

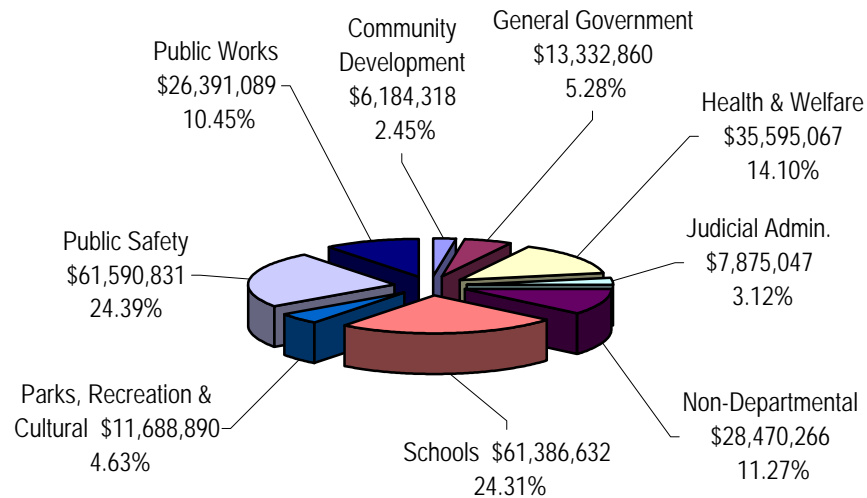
### REVENUES

\$252,515,000



### EXPENDITURES

\$252,515,000



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## BUDGET SUMMARY

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### REVENUE & EXPENDITURE SUMMARY

#### REVENUE

	ADOPTED BUDGET FY 2006-07	ADOPTED BUDGET FY 2007-08	DOLLAR INCREASE (DECREASE)
<b><u>GENERAL FUND</u></b>			
General Property Taxes	\$90,878,000	\$96,801,000	\$5,923,000
Other Local Taxes	66,297,000	74,210,000	7,913,000
Fines & Forfeitures	1,287,000	1,367,000	80,000
Revenue-Use of Money/Property	645,000	872,000	227,000
Charges for Current Services	11,395,000	11,048,000	(347,000)
Intergovernmental Revenue-State/Federal	67,240,000	66,262,000	(978,000)
Permits, Fees & Licenses	1,236,000	1,224,000	(12,000)
Miscellaneous Revenue	629,000	731,000	102,000
<b>TOTAL - GENERAL FUND</b>	<b>239,607,000</b>	<b>252,515,000</b>	<b>12,908,000</b>
 <b><u>PROPRIETARY FUND</u></b>			
<u>Enterprise Funds:</u>			
Civic Facilities Fund	\$5,896,954	\$5,206,815	(\$690,139)
Parking Fund	2,720,000	2,816,690	96,690
Market Building Fund	321,500	321,500	0
<b>SUBTOTAL - ENTERPRISE FUNDS</b>	<b>8,938,454</b>	<b>8,345,005</b>	<b>(593,449)</b>
 <u>Internal Service Funds:</u>			
Fleet Management Fund	\$6,140,468	\$6,983,593	\$843,125
Risk Management Fund	13,131,297	14,714,702	1,583,405
Technology Fund	6,501,281	6,961,885	460,604
<b>SUBTOTAL - INTERNAL SERVICE FUNDS</b>	<b>25,773,046</b>	<b>28,660,180</b>	<b>2,887,134</b>
 <b>TOTAL - PROPRIETARY FUND</b>	<b>34,711,500</b>	<b>37,005,185</b>	<b>2,293,685</b>
 <b><u>SCHOOL FUND</u></b>			
Roanoke City Public Schools	\$137,618,283	\$144,136,224	\$6,517,941
 <b>TOTAL OF ALL FUNDS</b>	<b>\$411,936,783</b>	<b>\$433,656,409</b>	<b>\$21,719,626</b>

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## BUDGET SUMMARY

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### EXPENDITURES

	ADOPTED BUDGET FY 2006-07	ADOPTED BUDGET FY 2007-08	DOLLAR INCREASE (DECREASE)
<b><u>GENERAL FUND</u></b>			
Community Development	\$5,830,319	\$6,184,318	\$353,999
General Government	12,761,103	13,332,860	571,757
Health & Welfare	34,425,646	35,595,067	1,169,421
Judicial Admin.	7,444,960	7,875,047	430,087
Non-Departmental	26,193,429	28,470,266	2,276,837
Schools	57,755,298	61,386,632	3,631,334
Parks, Recreation & Cultural	10,841,525	11,688,890	847,365
Public Safety	59,419,182	61,590,831	2,171,649
Public Works	24,935,538	26,391,089	1,455,551
<b>TOTAL - GENERAL FUND</b>	<b>\$239,607,000</b>	<b>\$252,515,000</b>	<b>\$12,908,000</b>
<b><u>PROPRIETARY FUND</u></b>			
<u>Enterprise Funds:</u>			
Civic Facilities Fund	\$5,896,954	\$5,206,815	(\$690,139)
Parking Fund	2,720,000	2,816,690	96,690
Market Building Fund	321,500	321,500	0
<b>SUBTOTAL - ENTERPRISE FUNDS</b>	<b>8,938,454</b>	<b>8,345,005</b>	<b>(\$593,449)</b>
<u>Internal Service Funds:</u>			
Fleet Management Fund	\$6,140,468	\$6,983,593	\$843,125
Risk Management Fund	15,577,367	14,874,811	(702,556)
Technology Fund	6,501,281	6,961,885	460,604
<b>SUBTOTAL - INTERNAL SERVICE FUNDS</b>	<b>\$28,219,116</b>	<b>\$28,820,289</b>	<b>\$601,173</b>
<b>TOTAL - PROPRIETARY FUND</b>	<b>37,157,570</b>	<b>37,165,294</b>	<b>7,724</b>
<b><u>SCHOOL FUND</u></b>			
Roanoke City Public Schools - Adopted Budget	\$137,618,283	\$144,136,224	\$6,517,941
<b>TOTAL OF ALL FUNDS</b>	<b>\$414,382,853</b>	<b>\$433,816,518</b>	<b>\$19,433,665</b>

# REVENUE

CATEGORY/PROGRAM	ACTUAL REVENUES FY 2003-04	ACTUAL REVENUES FY 2004-05	ACTUAL REVENUES FY 2005-06	BUDGET REVENUES FY 2006-07	ACTUAL REVENUES 12/31/2006	ADOPTED BUDGET FY 2007-08	INCREASE/ (DECREASE)
<b>GENERAL FUND</b>							
<b><u>GENERAL PROPERTY TAXES:</u></b>							
Current Real Estate Tax	\$53,496,375	\$57,968,491	\$63,105,689	\$67,463,000	\$34,356,063	\$72,109,000	\$4,646,000
Delinquent Real Estate Tax	1,252,454	1,474,481	1,272,995	1,400,000	685,238	1,400,000	0
Downtown District Tax - Current	242,818	254,987	263,009	276,000	139,138	307,000	31,000
Downtown District Tax - Delinquent	2,415	4,230	2,095	4,000	3,698	4,000	0
Williamson Road District Tax - Current	65,557	72,746	77,564	80,000	43,261	88,000	8,000
Williamson Road District Tax - Delinquent	1,036	2,012	2,173	2,000	2,435	2,000	0
Current Year Personal Property	14,777,783	16,282,072	16,990,637	16,354,000	1,954,175	17,850,000	1,496,000
Short-Term Rental Tax	21,581	55,361	63,782	55,000	33,263	65,000	10,000
Tax Judgments	36,435	39	151	0	0	0	0
Delinquent Personal Property Tax	55,270	31,481	64,560	225,000	334,988	225,000	0
Interest Paid on PP Refunds	(63,963)	(11,470)	(28,678)	(10,000)	(15,351)	(10,000)	0
Public Service Corporations	1,262,120	1,459,030	1,419,701	1,500,000	742,198	1,418,000	(82,000)
Downtown District Public Service	28,553	29,438	28,832	29,000	16,069	29,000	0
Delinquent Public Service - Real Property	2,774	0	0	0	0	0	0
Delinquent Downtown District Public Service	226	0	0	0	0	0	0
Public Service Corporations - Personal Property	3,159,976	2,379,296	1,982,390	2,300,000	(67,889)	2,164,000	(136,000)
Delinquent Public Service - Personal Property	10,036	655	1,052	0	0	0	0
Penalties and Interest	1,117,685	1,196,883	1,201,335	1,200,000	517,625	1,150,000	(50,000)
<b>TOTAL - GENERAL PROPERTY TAXES</b>	<b>\$75,469,140</b>	<b>\$81,199,730</b>	<b>\$86,447,287</b>	<b>\$90,878,000</b>	<b>\$38,744,911</b>	<b>\$96,801,000</b>	<b>\$5,923,000</b>
<b><u>OTHER LOCAL TAXES:</u></b>							
Sales Tax 1%	\$19,018,101	\$19,663,577	\$20,637,376	\$20,463,000	\$7,281,382	\$22,638,000	\$2,175,000
Utility Consumer Tax	13,252,439	13,349,039	13,234,487	11,015,000	5,648,165	9,025,000	(1,990,000)
Cigarette Tax	1,895,533	1,889,419	2,133,149	3,420,000	1,115,469	2,907,000	(513,000)
Recordation and Probate Tax	835,561	1,116,447	1,314,803	1,130,000	753,053	1,130,000	0
Business and Occupational Licenses	11,291,671	11,843,734	12,893,280	11,990,000	303,855	13,269,000	1,279,000
Transient Room Tax	2,232,754	2,250,249	2,529,645	2,527,000	1,445,560	2,776,000	249,000
Admissions Tax	530,712	448,312	456,047	465,000	246,677	484,000	19,000
Telephone Surcharge Tax (E911)	1,340,847	1,603,863	1,431,405	800,000	571,262	0	(800,000)
Motor Vehicle License	1,736,858	1,761,745	1,783,689	1,735,000	203,318	1,780,000	45,000
Franchise Taxes	1,554,297	1,500,624	1,456,085	1,025,000	382,333	453,000	(572,000)
Prepared Foods & Beverage Tax	7,690,950	7,995,551	10,635,894	10,727,000	4,475,935	11,670,000	943,000
Bank Stock Taxes	986,613	1,115,867	1,306,496	1,000,000	(881)	800,000	(200,000)
Telecommunications Tax	0	0	0	0	0	7,278,000	7,278,000
<b>TOTAL - OTHER LOCAL TAXES</b>	<b>\$62,366,336</b>	<b>\$64,538,427</b>	<b>\$69,812,356</b>	<b>\$66,297,000</b>	<b>\$22,426,128</b>	<b>\$74,210,000</b>	<b>\$7,913,000</b>
<b><u>PERMITS, FEES &amp; LICENSES:</u></b>							
Dog Licenses	\$28,796	\$27,455	\$30,744	\$28,000	\$15,799	\$30,000	\$2,000
Permits and Fees	997,810	1,247,571	1,438,271	1,208,000	578,157	1,194,000	(14,000)
<b>TOTAL - PERMITS, FEES &amp; LICENSES</b>	<b>\$1,026,606</b>	<b>\$1,275,026</b>	<b>\$1,469,015</b>	<b>\$1,236,000</b>	<b>\$593,956</b>	<b>\$1,224,000</b>	<b>(\$12,000)</b>

## REVENUE

CATEGORY/PROGRAM	ACTUAL REVENUES FY 2003-04	ACTUAL REVENUES FY 2004-05	ACTUAL REVENUES FY 2005-06	BUDGET REVENUES FY 2006-07	ACTUAL REVENUES 12/31/2006	ADOPTED BUDGET FY 2007-08	INCREASE/ (DECREASE)
<b>GENERAL FUND</b>							
<b><u>FINES AND FORFEITURES:</u></b>							
General District Court	\$534,429	\$410,458	\$420,335	\$400,000	\$220,302	\$425,000	\$25,000
Circuit Court	8,334	8,027	10,993	8,000	3,353	8,000	0
J & D Relations Court	5,645	17,276	11,425	15,000	2,690	9,000	(6,000)
Court Judgment Collection Fees	95,154	112,175	105,750	100,000	82,454	105,000	5,000
Circuit Court Judge Collection Fees	37,400	40,499	41,060	40,000	30,718	40,000	0
J & D Relations Court Judge Collection Fees	4,718	6,578	6,650	7,000	4,846	7,000	0
Local Training Academy Fee	0	1,602	1,349	2,000	944	1,000	(1,000)
Parking Tickets	545,777	491,827	458,910	480,000	233,144	460,000	(20,000)
Collection Fees	87,646	159,102	270,069	128,000	108,628	205,000	77,000
Miscellaneous	46,400	107,232	118,019	107,000	73,800	107,000	0
<b>TOTAL - FINES AND FORFEITURES</b>	<b>\$1,365,502</b>	<b>\$1,354,775</b>	<b>\$1,444,560</b>	<b>\$1,287,000</b>	<b>\$760,879</b>	<b>\$1,367,000</b>	<b>\$80,000</b>
<b>REVENUE FROM USE OF MONEY &amp; PROPERTY:</b>							
Interest on Investments	\$0	\$0	(\$129,544)	\$0	\$72,624	\$0	\$0
Interest Inc-Budget Stabilization	0	66,855	645,558	0	431,922	0	0
Rental of Miscellaneous Property	682,798	729,833	946,826	645,000	485,148	872,000	227,000
<b>TOTAL - REVENUE FROM USE OF MONEY &amp; PROPERTY</b>	<b>\$682,798</b>	<b>\$796,689</b>	<b>\$1,462,840</b>	<b>\$645,000</b>	<b>\$989,694</b>	<b>\$872,000</b>	<b>\$227,000</b>
<b><u>INTERGOVERNMENTAL REVENUES:</u></b>							
<b><u>Grants in Aid Commonwealth:</u></b>							
<b><u>Non-Categorical Aid</u></b>							
Current Personal Property - State Share	\$7,660,539	\$8,147,634	\$7,789,895	\$8,076,000	\$639,305	\$8,076,000	\$0
Delinquent Personal Property - State Share	168,774	178,187	172,171	0	(581,898)	0	0
Recordation Tax from State	251,816	185,574	201,069	180,000	65,357	200,000	20,000
Alcoholic Beverage Control Tax	148,540	0	55,640	56,000	55,640	56,000	0
Wine Tax	89,719	58,322	58,321	58,000	58,321	58,000	0
Sales and Use Tax - Mobile Homes	9,417	4,796	1,686	8,000	2,595	8,000	0
Rolling Stock Tax	156,621	157,158	156,118	153,000	148,740	153,000	0
Rental Car Tax	807,493	808,619	876,646	800,000	467,028	850,000	50,000
Telecommunications Tax	0	0	0	3,639,000	0	0	(3,639,000)
<b>Subtotal - Non-Categorical Aid</b>	<b>\$9,292,919</b>	<b>\$9,540,291</b>	<b>\$9,311,546</b>	<b>\$12,970,000</b>	<b>\$855,088</b>	<b>\$9,401,000</b>	<b>(\$3,569,000)</b>
<b><u>Shared Expenses</u></b>							
Commonwealth's Attorney	\$806,592	\$828,071	\$866,378	\$891,000	\$400,709	\$974,000	\$83,000
Sheriff	6,496,859	6,681,403	6,935,198	7,031,000	2,967,820	7,806,000	775,000
Commissioner of the Revenue	223,106	229,321	240,051	240,000	98,220	278,000	38,000
Treasurer	245,042	253,369	265,389	266,000	115,012	325,000	59,000
Medical Examiner	2,730	2,280	2,550	3,000	240	3,000	0
Registrar	46,604	84,074	56,529	50,000	0	50,000	0
Clerk of Circuit Court	29,708	0	0	0	0	0	0
<b>Subtotal - Shared Expenses</b>	<b>\$7,850,640</b>	<b>\$8,078,518</b>	<b>\$8,366,095</b>	<b>\$8,481,000</b>	<b>\$3,582,001</b>	<b>\$9,436,000</b>	<b>\$955,000</b>
<b><u>Social Services</u></b>							
Municipal North - Social Services	\$196,744	\$0	\$0	\$0	\$0	\$0	\$0
Independent Living Grant	33,871	34,420	45,991	73,000	21,198	62,000	(11,000)
Aged, Blind & Disabled	740,302	837,631	865,966	1,011,000	346,078	936,000	(75,000)
VISSTA	256,975	320,535	481,415	485,000	0	434,000	(51,000)
Aid to Dependent Children	(3,455)	(19,421)	(14,984)	14,000	783	14,000	0
General Relief	173,267	199,872	172,488	238,000	57,291	238,000	0
Foster Care	3,437,800	4,485,880	5,134,705	4,895,000	2,411,564	5,317,000	422,000
General Administration	3,095,979	3,383,630	3,470,353	3,669,000	1,662,422	3,770,000	101,000
Refugee Program	28,186	12,822	17,175	15,000	5,017	15,000	0
Emergency Fuel Assistance	34,533	66,000	23,679	45,000	54,288	70,000	25,000
Employment Services	1,241,231	1,284,999	1,584,575	1,724,000	722,549	1,863,000	139,000
Other Purchased Services	199,373	133,273	159,152	277,000	87,444	310,000	33,000
Adm. Dir. Social Services	2,803,077	2,878,981	3,199,884	3,572,000	1,545,832	3,759,000	187,000
Day Care	2,534,661	3,120,123	2,922,917	3,405,000	1,403,972	3,454,000	49,000
Cost Allocation Plan	0	221,520	235,335	200,000	0	225,000	25,000
CSA - State Pool Allocation	2,784,890	3,906,000	4,307,000	4,191,000	2,087,900	4,651,000	460,000
CSA - State Supplemental	3,452,983	2,553,633	1,990,785	2,149,000	(1,059,327)	1,627,000	(522,000)

# REVENUE

CATEGORY/PROGRAM	ACTUAL REVENUES FY 2003-04	ACTUAL REVENUES FY 2004-05	ACTUAL REVENUES FY 2005-06	BUDGET REVENUES FY 2006-07	ACTUAL REVENUES 12/31/2006	ADOPTED BUDGET FY 2007-08	INCREASE/ (DECREASE)
<b>GENERAL FUND</b>							
<b>INTERGOVERNMENTAL REVENUES: (Continued)</b>							
<b>Grants in Aid - Commonwealth (Continued)</b>							
<b><u>Social Services: (Continued)</u></b>							
CSA - State Administration	34,639	34,639	34,639	35,000	0	35,000	0
Child Day Care Quality Initiative	75,771	41,338	25,344	24,000	6,404	24,000	0
Revenue Maximization Program	48,341	7,126	0	0	0	0	0
Reasonable and Necessary	0	9,771	0	0	0	0	0
Subtotal - Social Services	\$21,169,167	\$23,512,770	\$24,656,419	\$26,022,000	\$9,353,415	\$26,804,000	\$782,000
<b><u>Other Categorical Aid</u></b>							
Public Facilities Sales Tax Rebate	\$365,934	\$392,983	\$416,241	\$400,000	\$94,676	\$450,000	\$50,000
Street Maintenance	9,518,107	9,835,330	10,181,679	10,599,000	5,290,349	10,917,000	318,000
City Jail Block Grant	874,237	1,056,794	1,311,690	1,200,000	273,182	1,200,000	0
E-911 Wireless	264,778	390,659	395,961	367,000	260,283	492,000	125,000
Library	195,947	190,036	192,276	192,000	101,746	200,000	8,000
Emergency Medical Services	39,260	38,622	63,889	80,000	65,410	65,000	(15,000)
Law Enforcement	3,998,028	4,337,776	4,674,244	6,319,000	3,159,574	6,684,000	365,000
State Fund for Train/Fire EMS	13,207	3,467	12,072	7,000	5,587	10,000	3,000
USDA - Crisis Intervention Center	10,387	10,963	12,389	10,000	5,936	10,000	0
USDA - Youth Haven I	2,406	3,066	3,169	5,000	1,544	5,000	0
Flood Damage Reimbursement	0	0	127,215	0	0	0	0
Hurricane Deployment Reimbursement	0	0	71,368	0	0	0	0
VJCCA Programs	555,965	550,912	550,912	550,000	275,456	550,000	0
Subtotal - Other Categorical Aid	\$15,838,256	\$16,810,609	\$18,013,105	\$19,729,000	\$9,533,743	\$20,583,000	\$854,000
<b>SUBTOTAL - Grants in Aid - Commonwealth</b>	<b>\$54,150,983</b>	<b>\$57,942,187</b>	<b>\$60,347,165</b>	<b>\$67,202,000</b>	<b>\$23,324,247</b>	<b>\$66,224,000</b>	<b>(\$978,000)</b>
<b><u>Grants in Aid - Federal Government</u></b>							
Emergency Management Assistance	\$36,564	\$38,770	\$38,768	\$38,000	\$0	\$38,000	\$0
Flood Damage Reimbursements	113,552	111,837	0	0	0	0	0
<b>SUBTOTAL - Grants in Aid - Federal Government</b>	<b>\$150,116</b>	<b>\$150,607</b>	<b>\$38,768</b>	<b>\$38,000</b>	<b>\$0</b>	<b>\$38,000</b>	<b>\$0</b>
<b>TOTAL - INTERGOVERNMENTAL REVENUES</b>	<b>\$54,301,099</b>	<b>\$58,092,794</b>	<b>\$60,385,933</b>	<b>\$67,240,000</b>	<b>\$23,324,247</b>	<b>\$66,262,000</b>	<b>(\$978,000)</b>
<b><u>CHARGES FOR CURRENT SERVICES:</u></b>							
Map Maintenance Fees	\$349	\$385	\$0	\$0	\$0	\$0	\$0
Court Costs	1,220,714	1,462,062	1,477,662	1,503,000	655,914	1,507,000	4,000
Commonwealth's Attorney Fees	4,755	8,509	4,862	5,000	2,591	5,000	0
Streets and Sidewalks	0	0	7,040	0	5,528	0	0
Sanitation Charges	227,749	297,124	266,050	232,000	263,825	253,000	21,000
Library Fees	62,309	69,118	73,190	91,000	36,688	72,000	(19,000)
Public Safety	2,277,925	2,196,795	2,270,506	2,498,000	918,373	2,490,000	(8,000)
Grants and Donations	1,843	0	0	0	0	0	0
Central Services	1,369,860	253,000	258,000	263,000	263,000	271,000	8,000
Interfund Services	2,458,684	2,381,971	2,785,455	2,803,000	1,553,512	2,595,000	(208,000)
Sheriff/Jail	2,975,457	3,263,010	3,048,301	3,395,000	1,913,889	3,305,000	(90,000)
Recreation Programs	333,840	303,068	339,899	364,000	149,149	322,000	(42,000)
Social Service Reimbursements	613,313	595,797	605,395	241,000	110,763	228,000	(13,000)
Water Authority	0	283,189	5,716	0	18,159	0	0
<b>TOTAL - CHARGES FOR CURRENT SERVICES</b>	<b>\$11,546,798</b>	<b>\$11,114,029</b>	<b>\$11,142,076</b>	<b>\$11,395,000</b>	<b>\$5,891,391</b>	<b>\$11,048,000</b>	<b>(\$347,000)</b>

## REVENUE

CATEGORY/PROGRAM	ACTUAL REVENUES FY 2003-04	ACTUAL REVENUES FY 2004-05	ACTUAL REVENUES FY 2005-06	BUDGET REVENUES FY 2006-07	ACTUAL REVENUES 12/31/2006	ADOPTED BUDGET FY 2007-08	INCREASE/ (DECREASE)
<b>GENERAL FUND</b>							
<b><u>MISCELLANEOUS:</u></b>							
<b><u>Operating:</u></b>							
Miscellaneous	\$269,470	\$284,976	\$321,751	\$503,000	\$146,627	\$601,000	\$98,000
Grants and Donations	50,567	121,919	92,073	110,000	61,244	109,000	(1,000)
Sale of Property and Materials	87,948	75,055	28,239	16,000	21,999	21,000	5,000
Transfer from Debt Service Fund	0	15,500,000	0	0	0	0	0
<b>Subtotal - Operating</b>	<b>\$407,985</b>	<b>\$15,981,950</b>	<b>\$442,063</b>	<b>\$629,000</b>	<b>\$229,870</b>	<b>\$731,000</b>	<b>\$102,000</b>
<b><u>Non-operating:</u></b>							
Transfer from Capital Projects	0	1,876	0	0	0	0	0
<b>Subtotal - Non-operating</b>	<b>\$0</b>	<b>\$1,876</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL - MISCELLANEOUS</b>	<b>\$407,985</b>	<b>\$15,983,826</b>	<b>\$442,063</b>	<b>\$629,000</b>	<b>\$229,870</b>	<b>\$731,000</b>	<b>\$102,000</b>
<b>TOTAL - GENERAL FUND</b>	<b>\$ 207,166,263</b>	<b>\$ 234,355,296</b>	<b>\$ 232,606,130</b>	<b>\$ 239,607,000</b>	<b>\$ 92,961,076</b>	<b>\$ 252,515,000</b>	<b>\$ 12,908,000</b>

NOTE: The City of Roanoke has estimated the year-end fund balance (see Page 19); however, these funds are not used as a revenue source for funding recurring operating expenditures (see Financial Policy Statements in the "Using This Document" (UTD) section of this document, specifically Operating Budget Policy #11 on Page UTD-10 and Revenue Policy #8 on Page UTD-12).

# REVENUE

CATEGORY/PROGRAM	ACTUAL REVENUES FY 2003-04	ACTUAL REVENUES FY 2004-05	ACTUAL REVENUES FY 2005-06	BUDGET REVENUES FY 2006-07	ACTUAL REVENUES 12/31/2006	ADOPTED BUDGET FY 2007-08	INCREASE/ (DECREASE)
<b>PROPRIETARY FUND</b>							
<b>ENTERPRISE FUNDS:</b>							
<b>CIVIC FACILITIES FUND:</b>							
<b>Operating Revenue:</b>							
Flood Damage Reimbursements	\$23,453	\$177,239	\$0	\$0	\$0	\$0	\$0
Sale of Surplus Property	46,000	1,691	0	0	10	0	0
Civic Facilities Rentals	771,408	600,184	678,288	881,871	313,071	1,455,948	574,077
Civic Facilities Fees	1,182,613	1,105,532	1,108,723	1,368,857	264,344	1,048,279	(320,578)
Event Expenses	229,777	191,382	162,962	244,223	101,595	254,170	9,947
Commissions	1,189,410	874,965	1,034,249	1,307,011	325,755	353,426	(953,585)
Miscellaneous	0	0	0	0	0	0	0
Victory Stadium	30,153	16,017	11,215	0	0	0	0
<b>Subtotal - Operating Revenue</b>	<b>\$3,472,813</b>	<b>\$2,967,011</b>	<b>\$2,995,437</b>	<b>\$3,801,962</b>	<b>\$1,004,775</b>	<b>\$3,111,823</b>	<b>(\$690,139)</b>
<b>Non-Operating Revenue:</b>							
Interest on Investments	\$14,756	\$47,283	\$23,914	\$20,000	(\$55,523)	\$20,000	\$0
Miscellaneous	2,771	23,071	6,480	0	171	0	0
Capital Contributions	3,799	0	0	0	0	0	0
Arena Ventures Penalty	117,506	122,970	0	0	0	0	0
Interest Inc - 2004B Civic Center	0	0	19,319	0	0	0	0
Commissions	0	0	209,032	0	65,254	0	0
Supplement - General	0	0	1,606,693	0	0	0	0
Transfer from General Fund - Victory Stadium	216,005	249,564	251,681	0	0	0	0
Transfer from General	902,130	1,279,634	0	2,074,992	1,553,994	2,074,992	0
Transfer from Capital Project Fund	260,000	0	0	0	0	0	0
Sale of Surplus Property	0	0	5,010	0	0	0	0
Unrealized Gain on Investments	0	0	0	0	7,020	0	0
Bond Premium Amort	0	0	0	0	10,719	0	0
<b>Subtotal - Non-Operating Revenue</b>	<b>\$1,516,967</b>	<b>\$1,722,522</b>	<b>\$2,122,129</b>	<b>\$2,094,992</b>	<b>\$1,581,635</b>	<b>\$2,094,992</b>	<b>\$0</b>
<b>TOTAL - CIVIC FACILITIES FUND</b>	<b>\$4,989,780</b>	<b>\$4,689,532</b>	<b>\$5,117,566</b>	<b>\$5,896,954</b>	<b>\$2,586,410</b>	<b>\$5,206,815</b>	<b>(\$690,139)</b>
<b>PARKING FUND:</b>							
<b>Operating Revenue:</b>							
Century Station Parking Garage	\$416,160	\$367,338	\$405,580	\$420,000	\$200,537	\$370,000	(\$50,000)
Williamson Road Parking Garage	544,168	526,433	525,683	528,000	259,865	528,000	0
Market Square Parking Garage	238,228	225,902	214,850	202,000	106,044	207,000	5,000
Church Avenue Parking Garage	596,783	611,306	659,697	653,000	303,609	656,119	3,119
Tower Parking Garage	447,520	433,349	458,043	494,000	251,361	491,800	(2,200)
Williamson Road Surface Lots	83,148	85,838	83,381	86,000	39,365	83,000	(3,000)
Gainsboro Parking Garage	96,791	104,706	123,607	123,000	47,632	267,850	144,850
Norfolk Avenue Surface Lot	63,433	62,196	16,027	0	0	49,980	49,980
Gainsboro Surface Lot	43,479	51,114	46,928	46,000	25,649	0	(46,000)
Other Surface Lots	145,628	164,012	180,579	168,000	84,758	162,941	(5,059)
<b>Subtotal - Operating Revenue</b>	<b>\$2,675,337</b>	<b>\$2,632,195</b>	<b>\$2,714,375</b>	<b>\$2,720,000</b>	<b>\$1,318,820</b>	<b>\$2,816,690</b>	<b>\$96,690</b>
<b>Non-Operating Revenue:</b>							
Interest on Investments	\$18,664	\$42,904	\$77,489	\$0	\$52,612	\$0	\$0
Miscellaneous	0	0	0	0	27,500	0	0
Capital Contributions	157,476	0	0	0	0	0	0
Transfer from Technology Fund	78,000	0	0	0	0	0	0
Transfers from General Fund	2,845,800	0	0	0	0	0	0
Bond Premium Amort	0	0	15,567	0	10,984	0	0
Unrealized Gain on Investment	0	0	(8,294)	0	8,294	0	0
<b>Subtotal - Non-Operating Revenue</b>	<b>\$3,099,940</b>	<b>\$42,904</b>	<b>\$84,762</b>	<b>\$0</b>	<b>\$99,390</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL - PARKING FUND</b>	<b>\$5,775,278</b>	<b>\$2,675,099</b>	<b>\$2,799,137</b>	<b>\$2,720,000</b>	<b>\$1,418,210</b>	<b>\$2,816,690</b>	<b>\$96,690</b>

## REVENUE

CATEGORY/PROGRAM	ACTUAL REVENUES FY 2003-04	ACTUAL REVENUES FY 2004-05	ACTUAL REVENUES FY 2005-06	BUDGET REVENUES FY 2006-07	ACTUAL REVENUES 12/31/2006	ADOPTED BUDGET FY 2007-08	INCREASE/ (DECREASE)
<b>PROPRIETARY FUND</b>							
<b><u>ENTERPRISE FUNDS:</u></b>							
<b><u>MARKET BUILDING FUND:</u></b>							
<b><u>Operating Revenue:</u></b>							
Rent of Miscellaneous Properties	\$256,015	\$308,366	\$277,885	\$286,500	\$132,932	\$286,500	\$0
<b>Subtotal - Operating Revenue</b>	<b>\$256,015</b>	<b>\$308,366</b>	<b>\$277,885</b>	<b>\$286,500</b>	<b>\$132,932</b>	<b>\$286,500</b>	<b>\$0</b>
<b><u>Non-Operating Revenue:</u></b>							
Interest on Investments	\$2,061	\$0	\$3,356	\$0	\$8,091	\$0	\$0
Miscellaneous	950	0	1,726,788	0	0	0	0
Transfer from General Fund	1,000	252,933	77,700	35,000	280,500	35,000	0
Transfer from Capital Project	0	72,491	17,625	0	474,300	0	0
<b>Subtotal - Non-Operating Revenue</b>	<b>\$4,011</b>	<b>\$325,424</b>	<b>\$1,825,469</b>	<b>\$35,000</b>	<b>\$762,891</b>	<b>\$35,000</b>	<b>\$0</b>
<b>TOTAL - MARKET BUILDING FUND</b>	<b><u>\$260,025</u></b>	<b><u>\$633,790</u></b>	<b><u>\$2,103,354</u></b>	<b><u>\$321,500</u></b>	<b><u>\$895,823</u></b>	<b><u>\$321,500</u></b>	<b><u>\$0</u></b>
<b><u>INTERNAL SERVICE FUNDS:</u></b>							
<b><u>FLEET MANAGEMENT FUND:</u></b>							
<b><u>Operating Revenue:</u></b>							
Sale of Surplus Property	\$269,774	\$58,351	\$2,566	\$0	\$79,271	\$0	\$0
Transfer from Grant Fund	0	31,529	0	0	0	0	0
Charges for Services	4,362,972	4,846,015	6,047,269	6,140,468	3,587,564	6,983,593	843,125
<b>Subtotal - Operating Revenue</b>	<b>\$4,632,746</b>	<b>\$4,935,895</b>	<b>\$6,049,835</b>	<b>\$6,140,468</b>	<b>\$3,666,835</b>	<b>\$6,983,593</b>	<b>\$843,125</b>
<b><u>Non-Operating Revenue:</u></b>							
Sale of Property	\$0	\$0	\$135,410	\$0	\$0	\$0	\$0
Interest on Investments	7,255	1,314	30,805	0	18,685	0	0
Miscellaneous	352	0	337,422	0	171	0	0
Supplement - General Fund	737,522	719,777	982,516	0	509,673	0	0
<b>Subtotal - Non-Operating Revenue</b>	<b>\$745,129</b>	<b>\$721,091</b>	<b>\$1,486,153</b>	<b>\$0</b>	<b>\$528,529</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL - FLEET MANAGEMENT FUND</b>	<b><u>\$5,377,875</u></b>	<b><u>\$5,656,985</u></b>	<b><u>\$7,535,988</u></b>	<b><u>\$6,140,468</u></b>	<b><u>\$4,195,364</u></b>	<b><u>\$6,983,593</u></b>	<b><u>\$843,125</u></b>
<b><u>RISK MANAGEMENT FUND:</u></b>							
<b><u>Operating Revenue:</u></b>							
Charges for Services	\$11,658,982	\$11,667,107	\$12,432,849	\$13,131,297	\$6,552,891	\$14,714,702	\$1,583,405
<b>Subtotal - Operating Revenue</b>	<b>\$11,658,982</b>	<b>\$11,667,107</b>	<b>\$12,432,849</b>	<b>\$13,131,297</b>	<b>\$6,552,891</b>	<b>\$14,714,702</b>	<b>\$1,583,405</b>
<b><u>Non-Operating Revenue:</u></b>							
Interest on Investments	\$129,831	\$220,105	\$405,622	\$0	\$287,588	\$0	\$0
Miscellaneous	0	0	10,818	0	0	0	0
Transfers from Other Funds	250,000	250,000	670,857	0	250,000	0	0
<b>Subtotal - Non-Operating Revenue</b>	<b>\$379,831</b>	<b>\$470,105</b>	<b>\$1,087,297</b>	<b>\$0</b>	<b>\$537,588</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL - RISK MANAGEMENT FUND</b>	<b><u>\$12,038,813</u></b>	<b><u>\$12,137,212</u></b>	<b><u>\$13,520,146</u></b>	<b><u>\$13,131,297</u></b>	<b><u>\$7,090,479</u></b>	<b><u>\$14,714,702</u></b>	<b><u>\$1,583,405</u></b>
<b><u>TECHNOLOGY FUND:</u></b>							
<b><u>Operating Revenue:</u></b>							
Charges for Services	4,646,793	4,693,662	5,969,174	6,201,281	3,132,395	6,661,885	460,604
<b>Subtotal - Operating Revenue</b>	<b>\$4,646,793</b>	<b>\$4,693,662</b>	<b>\$5,969,174</b>	<b>\$6,201,281</b>	<b>\$3,132,395</b>	<b>\$6,661,885</b>	<b>\$460,604</b>

# REVENUE

CATEGORY/PROGRAM	ACTUAL REVENUES FY 2003-04	ACTUAL REVENUES FY 2004-05	ACTUAL REVENUES FY 2005-06	BUDGET REVENUES FY 2006-07	ACTUAL REVENUES 12/31/2006	ADOPTED BUDGET FY 2007-08	INCREASE/ (DECREASE)
<b>PROPRIETARY FUND</b>							
<b>ENTERPRISE FUNDS:</b>							
<b>TECHNOLOGY FUND:</b>							
<b>Non-Operating Revenue:</b>							
Interest on Investments	\$39,117	\$62,642	\$181,291	\$0	\$151,165	\$0	\$0
Miscellaneous	30,000	73,378	0	0	549,494	0	0
Transfer from Debt Services	470,000	0	0	0	0	0	0
Transfer from Sewage	190,000	0	0	0	0	0	0
Transfer from Water	217,750	0	0	0	0	0	0
Transfers from School Funds	150,000	300,000	300,000	300,000	0	300,000	0
Transfers from General Funds	931,984	1,092,680	827,753	0	294,751	0	0
Transfers from Capital Project - Propria	0	0	450,000	0	0	0	0
Unrealized Gain on Investments	0	0	(1,196)	0	1,196	0	0
Bond Premium Amort	0	0	2,458	0	2,950	0	0
<b>Subtotal - Non-Operating Revenue</b>	<b>\$2,028,851</b>	<b>\$1,528,700</b>	<b>\$1,760,306</b>	<b>\$300,000</b>	<b>\$999,556</b>	<b>\$300,000</b>	<b>\$0</b>
<b>TOTAL - TECHNOLOGY FUND</b>	<b><u>\$6,675,644</u></b>	<b><u>\$6,222,361</u></b>	<b><u>\$7,729,480</u></b>	<b><u>\$6,501,281</u></b>	<b><u>\$4,131,951</u></b>	<b><u>\$6,961,885</u></b>	<b><u>\$460,604</u></b>
<b>SCHOOL FUND</b>							
Slate	\$43,613,971	\$50,933,220	\$53,072,458	\$58,229,837	\$24,352,632	\$62,121,190	\$3,891,353
State Sales Tax (ADM)	9,516,793	11,191,232	11,846,587	13,447,973	3,875,418	12,765,622	(682,351)
Federal Reveue	135,834	132,359	125,000	142,500	59,085	175,000	32,500
Other Revenue	2,992,875	2,453,408	2,720,100	2,643,000	478,196	2,075,400	(567,600)
City Funds	49,547,632	51,889,926	54,352,299	57,800,025	28,048,804	61,386,632	3,586,607
Capital Maintenance Funds	4,033,630	1,608,326	0	0	(1,296)	0	0
Food Service Revenue	4,737,624	5,146,712	4,996,940	5,354,948	1,880,737	5,612,380	257,432
<b>TOTAL - SCHOOL FUND</b>	<b><u>\$ 114,578,359</u></b>	<b><u>\$ 123,355,183</u></b>	<b><u>\$ 127,113,384</u></b>	<b><u>\$ 137,618,283</u></b>	<b><u>\$ 58,693,577</u></b>	<b><u>\$ 144,136,224</u></b>	<b><u>\$ 2,626,588</u></b>

Note: Water Pollution Control Fund and Water Fund have been excluded as they are now a part of the Western Virginia Water Authority.



## EXPENDITURES

CATEGORY/PROGRAM	ACTUAL EXPEND. FY 2003-04	ACTUAL EXPEND. FY 2004-05	ACTUAL EXPEND. FY 2005-06	ADOPTED BUDGET FY 2006-07	ACTUAL EXPEND. 12/31/2006	ADOPTED BUDGET FY 07-08	INCREASE/ (DECREASE)
<b>GENERAL FUND</b>							
<b><u>COMMUNITY DEVELOPMENT :</u></b>							
Affiliations & Contributions	\$2,809,883	\$2,585,481	\$1,849,304	\$1,652,127	\$1,127,555	\$1,725,290	\$73,163
Citizens Service Center	95,103	63,952	24,420	24,561	11,940	24,593	32
Economic Development	645,353	629,414	1,074,504	1,120,710	600,009	1,196,251	75,541
Housing & Neighborhood Services	1,103,129	1,061,405	1,405,247	1,552,038	833,059	1,593,586	41,548
Neighborhood Services	100,924	106,722	137,746	156,570	76,474	152,296	-4,274
Planning, Building & Economic Development	1,004,013	957,259	1,149,141	1,324,313	631,030	1,492,302	167,989
<b>TOTAL - COMMUNITY DEVELOPMENT</b>	<b>\$5,758,405</b>	<b>\$5,404,232</b>	<b>\$5,640,362</b>	<b>\$5,830,319</b>	<b>\$3,280,067</b>	<b>\$6,184,318</b>	<b>\$353,999</b>
<b><u>GENERAL GOVERNMENT ADMINISTRATION :</u></b>							
Billings & Collections	\$1,299,573	\$571,401	\$623,378	\$711,177	\$335,080	\$746,094	\$34,917
Board of Equalization	19,226	18,537	30,134	21,257	2,862	21,174	(83)
City Attorney	783,933	823,104	852,500	874,691	407,564	932,442	57,751
City Clerk	498,971	530,669	582,075	598,059	266,124	588,076	(9,983)
City Council	246,736	234,394	223,847	246,367	121,126	246,446	79
City Manager	754,120	796,136	791,654	741,139	433,358	799,298	58,159
City Treasurer	835,373	842,279	915,347	948,799	474,914	970,440	21,641
Commissioner of the Revenue	857,330	850,293	885,570	970,997	441,178	1,051,059	80,062
Electoral Board	308,928	270,701	309,487	296,235	159,684	328,431	32,196
Employee Health Services	355,102	446,508	443,166	488,352	237,342	571,138	82,786
Environmental & Emergency Management*	214,743	235,289	248,493	264,691	0	0	(264,691)
Finance	1,714,987	1,701,402	1,872,609	1,925,082	1,000,019	2,114,091	189,009
General Services	168,589	182,871	194,378	212,093	122,517	218,414	6,321
Human Resources	984,607	1,123,338	1,131,280	1,210,628	580,464	1,303,162	92,534
Management & Budget	667,712	665,149	530,420	569,714	225,347	592,845	23,131
Management Services	95,605	96,085	103,144	112,821	61,104	115,164	2,343
Municipal Auditing	404,578	534,053	590,213	564,012	292,766	633,962	69,950
Office of Communications	297,869	350,035	634,349	657,061	212,872	669,368	12,307
Purchasing	296,452	333,311	293,681	330,723	169,423	366,521	35,798
Real Estate Valuation	875,075	851,665	885,257	1,017,205	492,298	1,064,735	47,530
<b>TOTAL - GENERAL GOVERNMENT ADMINISTRATION</b>	<b>\$11,679,508</b>	<b>\$11,457,219</b>	<b>\$12,140,982</b>	<b>\$12,761,103</b>	<b>\$6,036,042</b>	<b>\$13,332,860</b>	<b>\$571,757</b>

\* In October 2006 the Office of Environmental & Emergency Management was divided. Environmental Services was placed under Public Works and Emergency Management was placed under Fire/EMS.

## EXPENDITURES

CATEGORY/PROGRAM	ACTUAL EXPEND. FY 2003-04	ACTUAL EXPEND. FY 2004-05	ACTUAL EXPEND. FY 2005-06	ADOPTED BUDGET FY 2006-07	ACTUAL EXPEND. 12/31/2006	ADOPTED BUDGET FY 07-08	INCREASE/ (DECREASE)
<b>GENERAL FUND</b>							
<b><u>HEALTH AND WELFARE :</u></b>							
Comprehensive Services Act	\$9,909,021	\$10,434,343	\$10,269,891	\$9,133,828	\$3,943,172	\$9,201,685	\$67,857
Hospitalization Program	70,978	81,161	80,935	81,933	73,648	81,933	0
Human Development Support	1,819,950	1,879,435	1,709,172	1,858,547	1,883,761	1,880,210	21,663
Human Service Agency Funding	535,159	550,962	566,982	578,841	302,421	595,432	16,591
Human Services Support	120,797	130,838	324,743	338,197	306,127	375,693	37,496
Social Services:							
Administration	1,001,945	1,259,729	1,372,773	1,452,315	704,786	1,560,545	108,230
Employment Services	1,087,024	1,184,883	1,369,787	1,495,630	727,298	1,630,698	135,068
Foster Parent Training	118,281	97,082	111,511	131,805	62,956	136,579	4,774
Income Maintenance	4,793,905	5,006,184	5,218,174	5,720,915	2,739,411	5,830,515	109,600
Revenuemax	66,017	49,554	35,826	0	0	0	0
Services	9,794,017	11,431,851	12,181,753	13,143,276	6,757,593	13,862,213	718,937
VISSTA	268,551	309,494	393,261	490,359	208,511	439,564	(50,795)
<b>TOTAL - HEALTH AND WELFARE</b>	<b>\$29,585,646</b>	<b>\$32,415,516</b>	<b>\$33,634,808</b>	<b>\$34,425,646</b>	<b>\$17,709,684</b>	<b>\$35,595,067</b>	<b>\$1,169,421</b>
<b><u>JUDICIAL ADMINISTRATION :</u></b>							
Circuit Court	\$452,832	\$474,548	\$484,439	\$540,514	\$272,766	\$547,964	\$7,450
Clerk of Circuit Court	1,130,090	1,184,228	1,253,666	1,404,716	700,838	1,460,891	56,175
Commonwealth's Attorney	1,158,982	1,222,758	1,325,741	1,538,969	740,510	1,629,296	90,327
Cost Collections Unit	62,180	65,260	69,834	76,165	42,587	77,616	1,451
General District Court	37,723	40,974	36,581	41,306	22,102	41,732	426
Juvenile & Domestic Relations District Court:							
Court Services	1,319,679	1,347,400	1,543,137	1,513,248	829,842	1,727,681	214,433
Court Clerk	24,908	23,558	61,497	28,558	31,250	27,533	(1,025)
Magistrates Office	2,754	2,940	3,451	3,014	1,731	2,954	(60)
Sheriff	1,834,624	2,017,779	2,122,451	2,298,470	1,097,856	2,359,380	60,910
<b>TOTAL - JUDICIAL ADMINISTRATION</b>	<b>\$6,023,772</b>	<b>\$6,379,446</b>	<b>\$6,900,797</b>	<b>\$7,444,960</b>	<b>\$3,739,482</b>	<b>\$7,875,047</b>	<b>\$430,087</b>

## EXPENDITURES

CATEGORY/PROGRAM	ACTUAL EXPEND. FY 2003-04	ACTUAL EXPEND. FY 2004-05	ACTUAL EXPEND. FY 2005-06	ADOPTED BUDGET FY 2006-07	ACTUAL EXPEND. 12/31/2006	ADOPTED BUDGET FY 07-08	INCREASE/ (DECREASE)
<b>GENERAL FUND</b>							
<b><u>NON-DEPARTMENTAL:</u></b>							
Contingencies	\$0	\$0	\$0	(\$1,303,274)	\$0	(\$810,688)	\$492,586
Miscellaneous	90,903	125,801	10,823	100,000	9,314	100,000	0
Residual Fringe Benefits	0	0	0	1,653,616	0	2,099,749	446,133
Transfers to Other Funds:							
Capital Projects Fund	3,888,659	5,296,390	3,964,724	2,829,891	2,626,502	4,163,198	1,333,307
Market Building Fund	1,000	252,933	77,700	35,000	280,500	35,000	0
Civic Facilities Fund	902,130	1,279,634	1,606,693	2,074,992	1,553,994	2,074,992	0
Debt Service Fund	12,997,580	12,968,905	14,080,777	15,024,118	10,663,497	14,153,740	(870,378)
Debt Service - Schools	2,272,908	2,540,178	3,782,009	4,218,454	3,073,325	4,897,322	678,868
Fleet Management Fund	737,522	719,777	524,400	0	509,673	0	0
Grant Fund	147,714	227,101	171,975	157,327	263,809	213,503	56,176
Greater Roanoke Transit Company	1,030,451	1,062,000	1,142,373	1,372,855	686,428	1,370,500	(2,355)
Risk Management Fund	250,000	250,000	370,857	0	250,000	0	0
School Fund	48,889,446	51,889,926	54,352,299	57,755,298	28,877,649	61,386,632	3,631,334
School Fund Capital Fund	1,025,630	0	0	0	861,487	0	0
School Fund - CMERP	630,626	786,353	1,437,431	0	0	0	0
Parking Fund	2,875,160	31,780	31,220	30,450	14,245	172,950	142,500
Technology Fund	931,984	1,092,680	827,753	0	294,751	0	0
Victory Stadium	216,005	249,564	251,681	0	0	0	0
<b>TOTAL - NON-DEPARTMENTAL</b>	<b>\$76,887,717</b>	<b>\$78,773,022</b>	<b>\$82,632,715</b>	<b>\$83,948,727</b>	<b>\$49,965,174</b>	<b>\$89,856,898</b>	<b>\$5,908,171</b>
<b><u>PARKS, RECREATION &amp; CULTURAL:</u></b>							
City Market	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Roanoke Arts Festival - 125th Anniversary Celebration	0	0	0	303,782	71,689	374,515	70,733
Parks & Recreation - Youth Services**	213,708	261,882	453,565	598,370	334,753	616,484	18,114
Libraries	2,627,699	2,629,739	2,917,748	3,284,784	1,562,748	3,860,404	575,620
Parks & Recreation - Administration	987,279	985,545	1,435,806	1,554,023	891,155	1,673,893	119,870
Parks & Recreation - Parks	2,941,104	2,976,004	3,273,258	3,486,577	1,750,987	3,554,047	67,470
Parks & Recreation - Recreation	1,337,446	1,287,019	1,331,652	1,265,912	654,514	1,251,493	(14,419)
Cultural Agency Funding	322,482	350,932	335,512	348,077	215,272	358,054	9,977
<b>TOTAL - PARKS, RECREATION &amp; CULTURAL</b>	<b>\$8,429,718</b>	<b>\$8,491,120</b>	<b>\$9,747,541</b>	<b>\$10,841,525</b>	<b>\$5,481,118</b>	<b>\$11,688,890</b>	<b>\$847,365</b>
<b><u>PUBLIC SAFETY:</u></b>							
Building Inspections	\$723,531	\$746,380	\$829,620	\$863,513	\$419,214	\$877,283	\$13,770
E-911 Center & Wireless Divisions	2,253,987	2,275,945	2,314,783	2,681,173	1,226,788	2,750,554	69,381
Crisis Intervention	512,019	522,657	590,950	589,851	273,971	631,204	41,353
Fire/EMS Department:							
Administration	697,213	752,920	776,963	915,077	466,109	1,074,592	159,515
Airport Rescue	495,346	589,838	671,411	724,885	356,605	733,278	8,393
Operations	14,298,940	14,921,280	15,653,898	16,577,650	7,775,606	17,071,152	493,502
Support	672,607	721,503	826,177	848,936	438,295	765,841	(83,095)
Emergency Management***	0	0	0	0	18,345	84,110	84,110

\*\* Youth Services was transferred from the Community Development section for FY 2002-03.

\*\*\* Emergency Management was transferred from the Office of Environmental & Emergency Management in October 2006.

## EXPENDITURES

CATEGORY/PROGRAM	ACTUAL EXPEND. FY 2003-04	ACTUAL EXPEND. FY 2004-05	ACTUAL EXPEND. FY 2005-06	ADOPTED BUDGET FY 2006-07	ACTUAL EXPEND. 12/31/2006	ADOPTED BUDGET FY 07-08	INCREASE/ (DECREASE)
<b>GENERAL FUND</b>							
<b><u>PUBLIC SAFETY:</u></b> (Continued)							
Jail	\$11,597,474	\$12,398,975	\$13,047,375	\$14,027,319	\$8,262,007	\$14,371,159	\$343,840
Outreach Detention	259,783	245,357	242,060	265,746	128,181	250,429	(15,317)
Police Department:							
Administration	451,719	412,330	459,685	459,887	262,296	607,710	147,823
Animal Control	614,891	835,287	907,488	878,196	621,993	1,053,147	174,951
Investigation	2,744,355	2,867,799	3,278,143	3,233,949	1,745,292	3,461,132	227,183
Patrol	9,874,808	10,786,940	12,135,795	12,761,572	6,369,970	13,079,948	318,376
Services	2,617,555	2,725,187	3,133,116	3,226,579	1,624,421	3,420,290	193,711
Training	547,104	697,208	654,547	740,312	392,017	774,258	33,946
Youth Haven I	504,677	577,883	613,765	624,537	303,581	584,744	(39,793)
<b>TOTAL - PUBLIC SAFETY</b>	<b>\$48,866,009</b>	<b>\$52,077,491</b>	<b>\$56,135,776</b>	<b>\$59,419,182</b>	<b>\$30,684,691</b>	<b>\$61,590,831</b>	<b>\$2,171,649</b>
<b><u>PUBLIC WORKS:</u></b>							
Director of Public Works	\$268,508	\$231,454	\$212,448	\$244,457	\$121,444	\$252,724	\$8,267
Engineering	1,617,902	1,531,262	1,528,848	1,653,002	851,151	1,753,575	100,573
Facilities Management - Building Maintenance	3,301,412	3,639,742	3,479,497	4,082,357	2,248,231	4,332,670	250,313
Facilities Management - Custodial Services	1,049,670	1,054,279	1,061,056	1,182,378	634,733	1,198,357	15,979
Solid Waste Management	6,082,798	6,171,333	6,706,783	6,819,363	3,311,869	6,986,724	167,361
Telecommunications	606,094	575,103	608,897	644,244	378,765	658,546	14,302
Transportation - Engineering & Operations	1,452,673	1,487,551	1,426,875	1,603,626	700,418	1,606,229	2,603
Transportation - Paving Program	2,166,748	2,301,784	2,676,551	2,646,111	2,533,509	2,964,111	318,000
Transportation - Snow Removal	642,124	477,947	356,662	250,440	125,083	233,280	(17,160)
Transportation - Street Lighting	908,704	929,240	976,674	939,489	420,717	955,989	16,500
Transportation - Street Maintenance	4,256,431	4,404,831	4,448,261	4,870,071	2,427,830	5,305,273	435,202
Environmental Services****	0	0	0	0	84,740	143,611	143,611
<b>TOTAL - PUBLIC WORKS</b>	<b>\$22,353,064</b>	<b>\$22,804,526</b>	<b>\$23,482,552</b>	<b>\$24,935,538</b>	<b>\$13,838,490</b>	<b>\$26,391,089</b>	<b>\$1,455,551</b>
<b>TOTAL - GENERAL FUND</b>	<b><u>\$209,583,840</u></b>	<b><u>\$217,802,572</u></b>	<b><u>\$230,315,533</u></b>	<b><u>\$239,607,000</u></b>	<b><u>\$130,734,748</u></b>	<b><u>\$252,515,000</u></b>	<b><u>\$12,908,000</u></b>

\*\*\*\* Environmental Services was transferred from the Office of Environmental & Emergency Management in October 2006.

## EXPENDITURES

CATEGORY/PROGRAM	ACTUAL EXPEND. FY 2003-04	ACTUAL EXPEND. FY 2004-05	ACTUAL EXPEND. FY 2005-06	ADOPTED BUDGET FY 2006-07	ACTUAL EXPEND. 12/31/2006	ADOPTED BUDGET FY 07-08	INCREASE/ (DECREASE)
<b>PROPRIETARY FUND</b>							
<b><u>ENTERPRISE FUNDS:</u></b>							
<b><u>CIVIC FACILITIES FUND:</u></b>							
Capital Outlay/Depreciation	\$753,304	\$628,288	\$738,837	\$1,266,398	\$65,507	\$1,259,441	(\$6,957)
Catering	194,829	174,500	251,226	232,813	137,031	0	(232,813)
Concessions	521,461	409,609	459,071	598,969	127,293	0	(598,969)
Operations	2,944,734	2,781,993	3,047,156	3,270,223	1,426,090	3,519,817	249,594
Promotional	378,498	356,279	377,288	465,182	104,662	365,688	(99,494)
Debt Service	62,841	68,002	68,967	63,369	50,162	61,869	(1,500)
Victory Stadium	235,268	265,581	189,264	0	0	0	0
<b>TOTAL - CIVIC FACILITY FUND</b>	<b><u>\$5,090,935</u></b>	<b><u>\$4,684,252</u></b>	<b><u>\$5,131,809</u></b>	<b><u>\$5,896,954</u></b>	<b><u>\$1,910,745</u></b>	<b><u>\$5,206,815</u></b>	<b><u>(\$690,139)</u></b>
<b><u>PARKING FUND:</u></b>							
Bullitt Avenue Surface Lot	\$35,265	\$36,853	\$35,343	\$35,235	\$13,288	\$32,285	(\$2,950)
Century Station Parking Garage	199,171	145,129	223,750	196,045	62,799	156,487	(39,558)
Church Avenue Parking Garage	341,868	375,225	349,276	349,695	105,572	320,469	(29,226)
Church Avenue Surface Lot	4,121	4,105	12,727	4,140	8,141	15,638	11,498
Gainsboro Parking Garage	77,988	196,956	211,680	141,417	59,063	149,075	7,658
Gainsboro Surface Lot	14,872	18,324	21,049	22,610	9,112	21,101	(1,509)
Debt Service	360,577	322,743	281,270	1,257,191	142,515	1,378,462	121,271
Market Square Parking Garage	150,651	160,429	167,788	155,465	52,464	248,909	93,444
Norfolk Avenue Surface Lot	19,064	19,077	0	0	0	0	0
Parking Coordination	51,473	52,610	58,721	59,762	29,984	62,596	2,834
Salem Avenue Surface Lot	7,467	7,175	11,565	8,312	6,886	15,270	6,958
Tower Parking Garage	439,761	424,682	433,002	259,744	87,188	229,095	(30,649)
Williamson Road Parking Garage	199,063	209,535	197,980	222,833	86,735	160,808	(62,025)
Williamson Road Surface Lot	25,851	29,270	32,425	7,551	10,777	26,495	18,944
<b>TOTAL - PARKING FUND</b>	<b><u>\$1,927,192</u></b>	<b><u>\$2,002,113</u></b>	<b><u>\$2,036,576</u></b>	<b><u>\$2,720,000</u></b>	<b><u>\$674,524</u></b>	<b><u>\$2,816,690</u></b>	<b><u>\$96,690</u></b>
<b><u>MARKET BUILDING FUND:</u></b>							
Operations	\$329,977	\$372,836	\$360,160	\$321,500	\$210,987	\$321,500	\$0
Capital Outlay/Depreciation	7,729	8,772	7,930	0	0	0	0
<b>TOTAL - MARKET BUILDING FUND</b>	<b><u>\$337,705</u></b>	<b><u>\$381,608</u></b>	<b><u>\$368,090</u></b>	<b><u>\$321,500</u></b>	<b><u>\$210,987</u></b>	<b><u>\$321,500</u></b>	<b><u>\$0</u></b>
<b><u>INTERNAL SERVICE FUNDS:</u></b>							
<b><u>FLEET MANAGEMENT FUND:</u></b>							
Operations	\$3,075,147	\$3,224,924	\$3,719,249	\$3,749,683	\$2,188,130	\$4,321,149	\$571,466
Debt Service	0	0	0	126,943	0	0	(126,943)
Capital Outlay/Depreciation	2,287,127	2,091,742	1,960,717	2,263,842	3,683,667	2,662,444	398,602
Transfer to Other Funds	0	44,595	47,559	0	47,559	0	0
<b>TOTAL - FLEET MANAGEMENT FUND</b>	<b><u>\$5,362,274</u></b>	<b><u>\$5,361,261</u></b>	<b><u>\$5,727,525</u></b>	<b><u>\$6,140,468</u></b>	<b><u>\$5,919,356</u></b>	<b><u>\$6,983,593</u></b>	<b><u>\$843,125</u></b>

## EXPENDITURES

CATEGORY/PROGRAM	ACTUAL EXPEND. FY 2003-04	ACTUAL EXPEND. FY 2004-05	ACTUAL EXPEND. FY 2005-06	ADOPTED BUDGET FY 2006-07	ACTUAL EXPEND. 12/31/2006	ADOPTED BUDGET FY 07-08	INCREASE/ (DECREASE)
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### RISK MANAGEMENT FUND:

Operations	\$1,259,449	\$1,055,681	\$1,499,857	\$1,145,404	\$851,962	\$1,148,730	\$3,326
Insurance	10,089,007	11,502,326	13,882,330	14,431,963	6,136,836	13,726,081	(705,882)
<b>TOTAL - RISK MANAGEMENT FUND</b>	<b><u>\$11,348,456</u></b>	<b><u>\$12,558,007</u></b>	<b><u>\$15,382,187</u></b>	<b><u>\$15,577,367</u></b>	<b><u>\$6,988,798</u></b>	<b><u>\$14,874,811</u></b>	<b><u>(\$702,556)</u></b>

### TECHNOLOGY FUND:

Operations	\$4,066,176	\$4,811,350	\$4,848,165	\$5,260,035	\$3,019,564	\$5,501,084	\$241,049
Debt Service	0	0	0	0	0	0	0
Transfer to Other Funds	0	0	2,444	0	2,933	0	0
Capital Outlay/Depreciation	941,874	2,132,715	2,230,802	1,241,246	0	1,460,801	219,555
<b>TOTAL - TECHNOLOGY FUND</b>	<b><u>\$5,008,050</u></b>	<b><u>\$6,944,065</u></b>	<b><u>\$7,081,411</u></b>	<b><u>\$6,501,281</u></b>	<b><u>\$3,022,497</u></b>	<b><u>\$6,961,885</u></b>	<b><u>\$460,604</u></b>

### SCHOOL FUND

### ROANOKE CITY PUBLIC SCHOOLS:

Instruction	\$78,887,410	\$88,259,813	\$88,671,574	\$98,279,278	\$42,261,873	\$99,195,599	\$916,321
Support Services	4,307,726	5,397,807	5,598,945	6,194,275	3,229,129	7,241,161	1,046,886
Transportation	4,499,385	5,445,412	5,946,095	5,721,956	2,611,119	6,974,270	1,252,314
Operation/Maintenance of Plant	10,796,601	11,971,000	12,344,489	13,930,782	8,795,960	15,508,612	1,577,830
Facilities	3,632,684	2,115,286	2,701,407	338,805	139,286	338,805	0
Other Uses of Funds	5,384,670	4,559,474	7,448,820	8,002,478	5,962,707	9,265,397	1,262,919
Food Services	4,887,084	5,128,599	5,337,543	5,150,709	4,018,540	5,612,380	461,671
<b>TOTAL - ROANOKE CITY PUBLIC SCHOOLS</b>	<b><u>\$112,395,560</u></b>	<b><u>\$122,877,391</u></b>	<b><u>\$128,048,873</u></b>	<b><u>\$137,618,283</u></b>	<b><u>\$67,018,614</u></b>	<b><u>\$144,136,224</u></b>	<b><u>\$6,517,941</u></b>

Note: Water Pollution Control Fund and Water Fund have been excluded as they are now a part of the Western Virginia Water Authority.

## FUND BALANCE ANALYSIS

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The Fund Balance protects our fiscal health by ensuring sufficient funds are available to meet financial challenges in the future.

The Fund Balance represents the cumulative difference between total financial resources and total appropriated uses. Fund balances are used for one-time (non-operational) expenditures since they are non-recurring revenue or they are appropriated as "reserves" or "contingency". In the budget process financial resources equal total appropriated uses because the creation of reserves or contingencies are budgeted as appropriated uses. Reserves are appropriated into the operating budget in order to set aside funds which may be needed for a variety of reasons as explained in further detail in the following paragraphs. The use of contingency funds are allocated throughout the year for unanticipated events not previously accounted for in the adopted budget.

**General Fund Balance** – Most day-to-day governmental activities are financed from the General Fund. The General Fund Balance represents funds reserved for multiple items.

- A specific portion of the fund balance is reserved for goods or services ordered but not received by fiscal year end. At the year ended June 30, 2006 \$1,219,270 was reserved for encumbrances through an ordinance.
- City code section 2-188.1 requires that at the conclusion of each fiscal year \$250,000, to the extent available, shall be reserved for self-insured liabilities of the City. Subsequent to year end, this amount shall be transferred to the Risk Management Fund for accumulation as a reserve for uninsured claims. The maximum balance of the reserve shall be 3% of the total General Fund appropriations for the concluded fiscal year.
- On May 10, 2005, City Council adopted the Budget Stabilization Reserve Policy. The importance of a budget stabilization policy is to define a level of reserves desired by an organization in assuring liquidity to address unforeseen financial needs. At the year ended June 30, 2006 the budget stabilization reserve was \$17.0 million. Key elements of the policy include: 1) the reserve floor will be maintained between 5% to 8% of the adopted General Fund expenditure for the current year. 2) Reserve drawdown shall occur only upon authorization by City Council to address unforeseen emergencies or due to significant declines in revenues. 3) Reserve growth will occur through interest earnings and by designating a portion of the undesignated fund balance to the reserve when necessary. 4) If the reserve is used, it will be restored to the 5% minimum level within three fiscal years.
- The remainder of the General Fund Balance is considered undesignated. Undesignated fund balance will be used for the funding of capital improvements, capital maintenance and equipment replacement, as well as the establishment of appropriation of funds for contingencies.

**Debt Service Fund Balance** – These funds account for the accumulation of resources for, and the payment of, general long-term debt principal, interest, and fiscal charges not being finance by proprietary funds. Debt Service Fund Balance at year end June 30, 2006 was \$1,063,737. These funds are designated for future debt service payments.

**Special Revenue Fund Balance** – These funds are used to account for the proceeds of specific revenue sources (grants) that are legally restricted to expenditures for specific purposes. It is for this reason that no fund balance for the Special Revenue Fund ever exists. A Fund Balance in the Special Revenue Fund can only exist in the situation of a restricted endowment, for which the City currently has none designated.

## FUND BALANCE ANALYSIS

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**Internal Service Fund Balance (Retained Earnings)** – These funds are established to account for any activity that provides goods or services to other funds, departments, or agencies of the primary government and its component units, or to their governments, on a cost-reimbursement basis. Internal Service fund balance includes Department of Technology, Fleet Management, and Risk Management. It is management's policy to create necessary reserves for Risk Management such as health insurance, workers' compensation, automobile claims, as well as general liability claims. It is management's procedure to utilize undesignated Enterprise Fund Balance through a working capital calculation and allow for 80% of the working capital to be used to purchase capital equipment or other one-time items or reallocation to other Funds. The Internal Service Fund Balance for the Fiscal Year ended June 30, 2006 was \$29.8 million of which \$20.8 million was designated as unrestricted and \$5.5 million represents contributed capital. Reserves for health insurance, workers' compensation, and claims represents \$3.0 million in the Risk Management Fund and a reserve for future telephone replacement represents \$308,000 in the Department of Technology Fund.

**Capital Projects Fund Balance** – These are funds used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds and trust funds). The Capital Projects Fund Balance at June 30, 2006 was \$37.7 million. Capital Projects may span several fiscal years. It is not uncommon for sources of funding for a project to be received up front and the uses of these funds spent over the next several fiscal years. On May 10, 2005, City Council adopted the Economic and Community Development Reserve Policy. The Economic and Community Development Reserve provides a source of funding which will create flexibility to cash fund unforeseen opportunities which may arise in the areas of economic and community development. The policy states that the reserve floor shall be maintained at or above \$1.0 million.

**Enterprise Fund Balance (Retained Earnings)** – Enterprise funds are established to account for the operations of enterprises which provide goods or services to the public and which are financed and operated in a manner similar to private businesses. Enterprise fund balance includes Civic Facilities, Parking, and Market Building. The Enterprise Fund balance at fiscal year ended June 30, 2006 was \$33.5 million of which \$13.1 million represents contributed capital and \$23.4 million represents undesignated funds. It is management's procedure to utilize undesignated Enterprise Fund Balance through a working capital calculation and allow for 80% of the working capital to be used for one-time items or reallocation to other Funds. Enterprise Fund balance deficits are avoided through appropriation of subsidies from the General Fund if necessary.

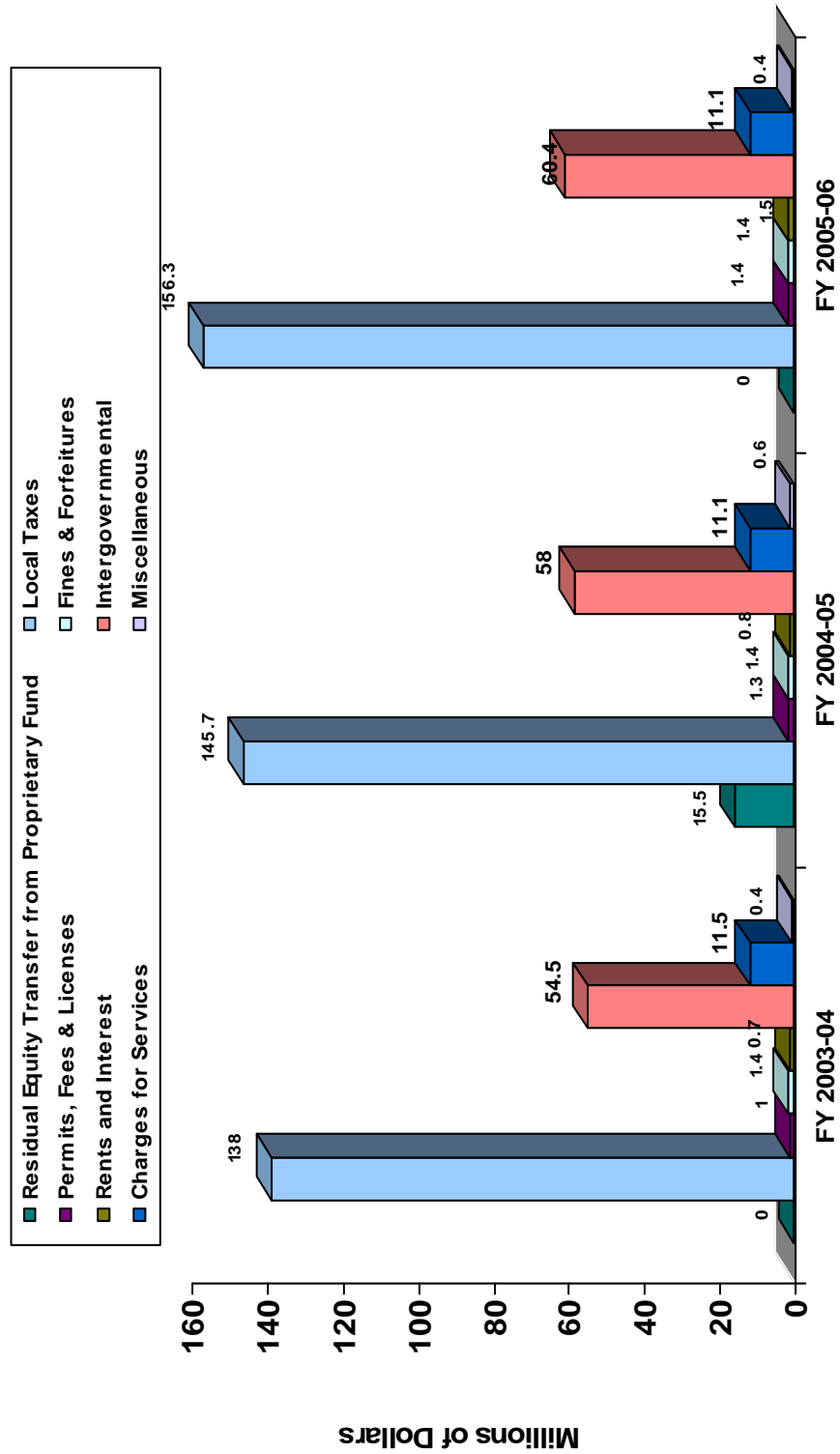


## Revenues, Expenses & Changes in Fund Balance Comparison

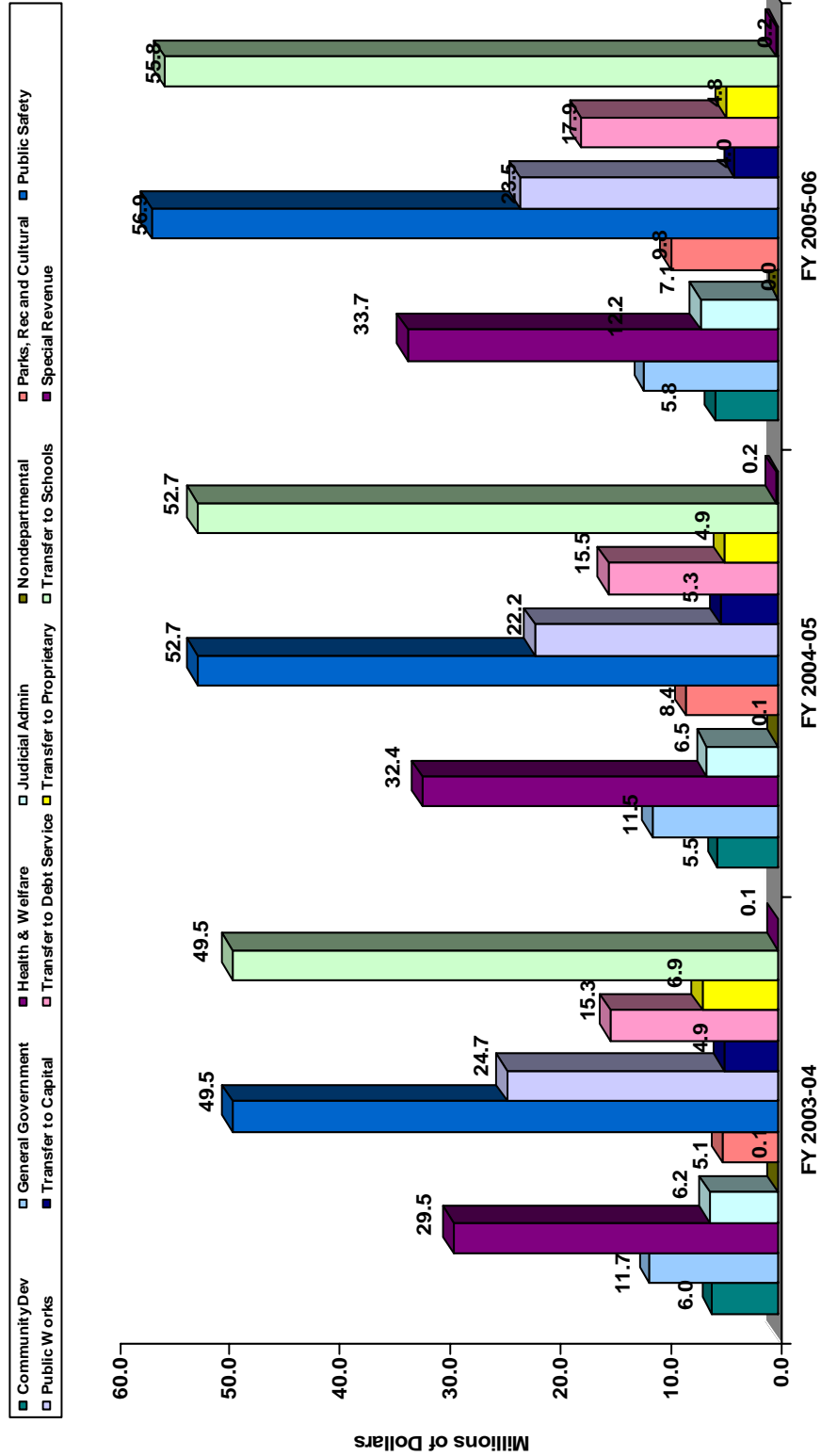
GENERAL FUND	ACTUAL 2003-04	ACTUAL 2004-05	ACTUAL 2005-06	ADOPTED 2006-07	ADOPTED 2007-08
<b>REVENUES:</b>					
Local Taxes	138,027,923	145,738,157	156,259,656	157,175,000	171,011,000
Permits, Fees & Licenses	1,026,606	1,275,026	1,469,016	1,236,000	1,224,000
Fines & Forfeitures	1,365,502	1,354,775	1,444,566	1,287,000	1,367,000
Rents and Interest	682,798	796,688	1,462,840	645,000	872,000
Intergovernmental	54,469,375	57,980,957	60,385,950	67,240,000	66,262,000
Charges for Services	11,544,955	11,114,029	11,142,081	11,395,000	11,048,000
Miscellaneous	409,829	593,786	442,065	629,000	731,000
Transfer from Debt Service Fund	\$0	\$15,501,876	\$0	\$0	\$0
<b>Subtotal - Revenues and Transfers In</b>	<b>\$207,526,988</b>	<b>\$234,355,294</b>	<b>\$232,606,174</b>	<b>\$239,607,000</b>	<b>\$252,515,000</b>
<b>LESS EXPENDITURES:</b>					
Community Development	\$6,010,405	\$5,454,055	\$5,770,596	\$5,830,319	6,184,318
General Government	11,679,508	11,457,219	12,179,392	12,761,103	13,332,860
Health and Welfare	29,547,355	32,365,693	33,670,597	34,425,646	35,595,067
Judicial Administration	6,167,192	6,505,813	7,061,510	7,444,960	7,875,047
Nondepartmental	90,903	125,801	10,824	450,342	1,389,061
Parks, Recreation & Cultural	5,131,486	8,364,754	9,822,872	10,841,525	11,688,890
Public Safety	49,472,103	52,652,595	56,857,073	59,419,182	61,590,831
Public Works	24,688,073	22,229,895	23,540,088	24,935,538	26,391,089
Transfers:					
Capital Projects	4,914,289	5,296,390	3,964,724	2,829,891	4,163,198
Debt Service	15,270,488	15,509,082	17,862,787	19,242,572	19,051,062
Proprietary Funds	6,944,252	4,938,368	4,832,677	3,513,297	3,653,442
School Board Component Unit	49,520,072	52,676,279	55,789,730	57,755,298	61,386,632
Special Revenue	147,714	227,101	171,976	157,327	213,503
<b>Subtotal - Expenditures and Transfers Out</b>	<b>\$209,583,840</b>	<b>\$217,803,045</b>	<b>\$231,534,846</b>	<b>\$239,607,000</b>	<b>\$252,515,000</b>
<b>INCREASE/DECREASE IN FUND BALANCE</b>	<b>(\$2,056,852)</b>	<b>\$16,552,249</b>	<b>\$1,071,328</b>	<b>\$0</b>	<b>\$0</b>
<b>BEGINNING FUND BALANCE</b>	<b>6,554,857</b>	<b>\$4,498,005</b>	<b>\$21,050,254</b>	<b>\$22,121,582</b>	<b>\$22,121,582</b>
<b>ENDING FUND BALANCE</b>	<b>\$4,498,005</b>	<b>\$21,050,254</b>	<b>\$22,121,582</b>	<b>\$22,121,582</b>	<b>\$22,121,582</b>

NOTE: The City of Roanoke operates under a balanced budget concept, whereby current expenditures are funded through current revenues. As a result, a year-end fund balance change is not reflected. See the Fund Balance Analysis on page 17 to understand the policies and procedures for setting aside reserves and contingencies.

## Comparison of Revenues Recognized



## Comparison of Expenditures



## Revenues, Expenses & Changes in Fund Balance Comparison

ENTERPRISE FUNDS	FY 2004-05			
	Civic Facilities Fund	Market Fund	Parking Fund	Total
<u>Operating Revenues</u>				
Charges for Services	\$2,788,081	\$308,366	\$2,600,415	\$5,696,862
Other	146,041	0	0	146,041
Total - Operating Revenues	<b>\$2,934,122</b>	<b>\$308,366</b>	<b>\$2,600,415</b>	<b>\$5,842,903</b>
<u>Operating Expenses</u>				
Personal Services	\$1,953,178	\$0	\$52,610	\$2,005,788
Other Services and Charges	807,847	300,349	669,283	1,777,479
Materials and Supplies	1,287,773	197,772	384,608	1,870,153
Depreciation	465,102	7,702	572,868	1,045,672
Total - Operating Expenses	<b>\$4,513,900</b>	<b>\$505,823</b>	<b>\$1,679,369</b>	<b>\$6,699,092</b>
Operating Income (Loss)	(\$1,579,778)	(\$197,457)	\$921,046	(\$856,189)
<u>Nonoperating Revenues (Expenses)</u>				
Loss on Disposition of Fixed Assets	(\$5,989)	\$0	\$0	(\$5,989)
Insurance Proceeds	182,034	0	0	182,034
Investment Income	37,620	0	42,904	80,524
Debt Service	(96,456)	(1,071)	(322,741)	(420,268)
Capital Outlay	0	0	0	0
Other Revenue	0	0	0	0
Net Nonoperating Revenues (Expenses)	\$117,209	(\$1,071)	(\$279,837)	(\$163,699)
Income (Loss) Before Transfers and Contributions	(\$1,462,569)	(\$198,528)	\$641,209	(\$1,019,888)
<u>Transfers and Contributions</u>				
Capital Contributions	\$0	\$0	\$0	\$0
Transfers from Other Funds	1,529,198	325,424	31,780	1,886,402
Transfers to Other Funds	(66,219)	0	0	(66,219)
Net Transfers and Contributions	\$1,462,979	\$325,424	\$31,780	\$1,820,183
Changes in Net Assets	410	126,896	672,989	800,295
<b>Net Assets - Beginning of Year, as restated</b>	<b>12,019,022</b>	<b>337,169</b>	<b>20,817,628</b>	<b>33,173,819</b>
<b>Net Assets - End of Year</b>	<b>\$12,019,432</b>	<b>\$464,065</b>	<b>\$21,490,617</b>	<b>\$33,974,114</b>

NOTE: Water Pollution Control Fund and Water Fund have been excluded as they are now a part of the Western Virginia Water Authority.

## Revenues, Expenses & Changes in Fund Balance Comparison

FY 2005-06				BUDGETED PROJECTIONS	
Civic Facilities Fund	Market Fund	Parking Fund	Total	Budget FY 2006-07	Budget FY 2007-08
\$2,995,440	\$277,886	\$2,683,159	\$5,956,485	\$6,808,462	\$6,077,063
215,514	138	0	215,652	0	0
<b>\$3,210,954</b>	<b>\$278,024</b>	<b>\$2,683,159</b>	<b>\$6,172,137</b>	<b>\$6,808,462</b>	<b>\$6,077,063</b>
\$2,106,838	\$0	\$58,721	\$2,165,559	\$2,367,144	\$2,091,388
944,347	163,157	698,022	1,805,526	317,369	334,641
1,376,784	197,003	425,243	1,999,030	3,666,983	3,219,204
543,526	7,930	573,319	1,124,775	0	0
<b>\$4,971,495</b>	<b>\$368,090</b>	<b>\$1,755,305</b>	<b>\$7,094,890</b>	<b>\$6,351,496</b>	<b>\$5,645,233</b>
(\$1,760,541)	(\$90,066)	\$927,854	(\$922,753)	\$456,966	\$431,830
\$5,010	\$0	\$0	\$5,010	\$0	\$0
0	0	0	0	0	0
48,102	3,356	84,763	136,221	20,000	20,000
(95,447)	0	(281,270)	(376,717)	(2,503,589)	(2,637,903)
0	0	0	0	(20,000)	0
0	0	0	0	0	0
(\$42,335)	\$3,356	(\$196,507)	(\$235,486)	(\$2,503,589)	(\$2,617,903)
(\$1,802,876)	(\$86,710)	\$731,347	(\$1,158,239)	(\$2,046,623)	(\$2,186,073)
\$0	\$1,726,651	\$0	\$1,726,651	\$0	\$0
1,858,374	95,325	31,220	1,984,919	2,109,992	2,247,942
(64,869)	0	0	(64,869)	(63,369)	(61,869)
\$1,793,505	\$1,821,976	\$31,220	\$3,646,701	\$2,046,623	\$2,186,073
(9,371)	1,735,266	762,567	2,488,462	0	0
12,019,432	464,065	21,490,617	33,974,114	33,974,114	33,974,114
<b>\$12,010,061</b>	<b>\$2,199,331</b>	<b>\$22,253,184</b>	<b>\$36,462,576</b>	<b>\$33,974,114</b>	<b>\$33,974,114</b>

## Revenues, Expenses & Changes in Fund Balance Comparison

INTERNAL SERVICE FUNDS	FY 2004-05				FY 2005-06			
	Technology Fund	Fleet Management Fund	Risk Management Fund	Total	Technology Fund	Fleet Management Fund	Risk Management Fund	Total
<u>Operating Revenues</u>								
Charges for Services	\$4,767,040	\$4,846,014	\$11,667,107	\$21,280,161	\$6,269,175	\$6,047,270	\$12,432,850	\$24,749,295
Other Revenue	0	0	0	0	0	0	10,818	10,818
Total - Operating Revenues	<b>\$4,767,040</b>	<b>\$4,846,014</b>	<b>\$11,667,107</b>	<b>\$21,280,161</b>	<b>\$6,269,175</b>	<b>\$6,047,270</b>	<b>\$12,443,668</b>	<b>\$24,760,113</b>
<u>Operating Expenses</u>								
Personal Services	\$2,468,905	\$1,381,472	\$178,456	\$4,028,833	\$2,505,642	\$1,494,626	\$188,455	\$4,188,723
Other Services and Charges	1,128,840	135,924	11,594,633	12,859,397	1,234,144	136,066	13,968,772	15,338,982
Materials and Supplies	1,148,728	1,756,444	784,922	3,690,094	1,116,779	2,154,299	1,224,958	4,496,036
Depreciation	2,132,592	2,001,733	0	4,134,325	2,230,802	1,827,073	0	4,057,875
Total - Operating Expenses	<b>\$6,879,065</b>	<b>\$5,275,573</b>	<b>\$12,558,011</b>	<b>\$24,712,649</b>	<b>\$7,087,367</b>	<b>\$5,612,064</b>	<b>\$15,382,185</b>	<b>\$28,081,616</b>
Operating Income (Loss)	(\$2,112,025)	(\$429,559)	(\$890,904)	(\$3,432,488)	(\$818,192)	\$435,206	(\$2,938,517)	(\$3,321,503)
<u>Nonoperating Revenues (Expenses)</u>								
Gain (Loss) on Disposition of Fixed Assets	(\$118)	\$53,895	\$0	\$53,777	\$0	\$84,885	\$0	\$84,885
Investment Income	62,642	1,314	220,105	284,061	182,554	30,806	405,623	618,983
Debt Service	0	(36,636)	0	(36,636)	(2,444)	(14,811)	0	(17,255)
Capital Outlay	0	0	0	0	0	0	0	0
Reserve for Capital	0	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0	0
Net Nonoperating Revenues (Expenses)	\$62,524	\$18,573	\$220,105	\$301,202	\$180,110	\$100,880	\$405,623	\$686,613
Income (Loss) Before Transfers & Contributions	(\$2,049,501)	(\$410,986)	(\$670,799)	(\$3,131,286)	(\$638,082)	\$536,086	(\$2,532,894)	(\$2,634,890)
<u>Transfers and Contributions</u>								
Capital Contributions	\$300,000	\$31,529	\$0	\$331,529	\$0	\$337,422	\$0	\$337,422
Transfers from Other Funds	1,092,680	719,777	250,000	2,062,457	1,277,753	982,516	670,857	2,931,126
Transfers from Component Unit	0	0	0	0	0	0	0	0
Transfers to Other Funds	0	(44,595)	0	(44,595)	0	(47,559)	0	(47,559)
Net Transfers and Contributions	\$1,392,680	\$706,711	\$250,000	\$2,349,391	\$1,277,753	\$1,272,379	\$670,857	\$3,220,989
Change in Net Assets	(656,821)	295,725	(420,799)	(781,895)	639,671	1,808,465	(1,862,037)	586,099
Net Assets - Beginning of Year	\$16,607,157	\$8,030,475	\$5,317,401	\$29,955,033	\$15,950,336	\$8,326,200	\$4,896,602	\$29,173,138
<b>Net Assets - End of Year</b>	<b>\$15,950,336</b>	<b>\$8,326,200</b>	<b>\$4,896,602</b>	<b>\$29,173,138</b>	<b>\$16,590,007</b>	<b>\$10,134,665</b>	<b>\$3,034,565</b>	<b>\$29,759,237</b>

## Revenues, Expenses & Changes in Fund Balance Comparison

INTERNAL SERVICE FUNDS	Total FY 2004-05	Total FY 2005-06
<u>Operating Revenues</u>		
Charges for Services	\$21,280,161	\$24,749,295
Other Revenue	0	10,818
Total - Operating Revenues	<b>\$21,280,161</b>	<b>\$24,760,113</b>
<u>Operating Expenses</u>		
Personal Services	\$4,028,833	\$4,188,723
Other Services and Charges	12,859,397	15,338,982
Materials and Supplies	3,690,094	4,496,036
Depreciation	4,134,325	4,057,875
Total - Operating Expenses	<b>\$24,712,649</b>	<b>\$28,081,616</b>
Operating Income (Loss)	(\$3,432,488)	(\$3,321,503)
<u>Nonoperating Revenues (Expenses)</u>		
Gain (Loss) on Disposition of Fixed Assets	\$53,777	\$84,885
Investment Income	284,061	618,983
Debt Service	(36,636)	(17,255)
Capital Outlay	0	0
Reserve for Capital	0	0
Other Revenue	0	0
Net Nonoperating Revenues (Expenses)	\$301,202	\$686,613
Income (Loss) Before Transfers & Contributions	(\$3,131,286)	(\$2,634,890)
<u>Transfers and Contributions</u>		
Capital Contributions	\$331,529	\$337,422
Transfers from Other Funds	2,062,457	2,931,126
Transfers from Component Unit	0	0
Transfers to Other Funds	(44,595)	(47,559)
Net Transfers and Contributions	\$2,349,391	\$3,220,989
Change in Net Assets	(\$781,895)	\$586,099
Net Assets - Beginning of Year	\$29,955,033	\$29,173,138
<b>Net Assets - End of Year</b>	<b>\$29,173,138</b>	<b>\$29,759,237</b>

BUDGETED PROJECTION	
Budget FY 2006-07	Adopted FY 2007-08
\$25,673,046	\$28,175,180
0	0
<b>\$25,673,046</b>	<b>\$28,175,180</b>
\$4,522,893	\$4,534,805
654,237	665,385
19,409,955	19,404,854
0	0
<b>\$24,587,085</b>	<b>\$24,605,044</b>
\$1,085,961	\$3,570,136
\$0	\$0
0	385,000
(695,672)	(598,000)
(2,862,171)	(2,636,397)
(74,188)	(980,848)
100,000	100,000
(\$3,532,031)	(\$3,730,245)
(\$2,446,070)	(\$160,109)
\$0	\$0
0	0
0	0
0	0
\$0	\$0
(\$2,446,070)	(\$160,109)
<b>\$29,759,237</b>	<b>\$27,313,167</b>
<b>\$27,313,167</b>	<b>\$27,153,058</b>

## Revenues, Expenses & Changes in Fund Balance Comparison

HUD ENTITLEMENT GRANT	BUDGET FY 2004-05	BUDGET FY 2005-06	BUDGET FY 2006-07	BUDGET FY 2007-08
<b><u>Sources of Financial Resources:</u></b>				
<b><u>CDBG:</u></b>				
Entitlement Grant	\$2,207,000	\$2,104,805	\$1,904,091	\$1,898,755
Program Income	490,051	458,051	430,431	436,173
Excess Program Income	91,388	406,249	345,000	141,874
Carry-over from Previous Fiscal Year	20,000	300,000	8,000	98,754
<b>Subtotal - CDBG Funds Available</b>	<b>\$2,808,439</b>	<b>\$3,269,105</b>	<b>\$2,687,522</b>	<b>\$2,575,556</b>
<b><u>HOME:</u></b>				
Entitlement Grant	\$808,299	\$723,526	\$680,487	675,282
Program Income	25,000	25,000	25,000	25,000
Local Match	0	0	100,000	75,000
Excess Program Income	0	5,265	84,000	37,962
Carry-over from Previous Fiscal Year	41,830	0	72,515	9,377
<b>Subtotal - HOME Funds Available</b>	<b>\$875,129</b>	<b>\$753,791</b>	<b>\$962,002</b>	<b>\$822,621</b>
<b><u>ESG:</u></b>				
Entitlement Grant	\$80,731	\$80,722	\$80,954	82,123
<b>Subtotal - ESG Funds Available</b>	<b>\$80,731</b>	<b>\$80,722</b>	<b>\$80,954</b>	<b>\$82,123</b>
<b>Total - Financial Resources Available</b>	<b>\$3,764,299</b>	<b>\$4,103,618</b>	<b>\$3,730,478</b>	<b>\$3,480,300</b>
<b><u>Uses of Financial Resources:</u></b>				
Economic Development	\$724,707	\$493,463	\$452,790	\$463,616
Homeless Services	80,731	96,567	87,609	93,123
Housing Development	2,496,492	2,823,521	2,717,319	1,878,707
Human Development	272,777	313,067	271,714	257,556
Neighborhood Development	189,592	377,000	201,046	787,298
<b>Total - Financial Resource Expenditures</b>	<b>\$3,764,299</b>	<b>\$4,103,618</b>	<b>\$3,730,478</b>	<b>\$3,480,300</b>
<b>Balance - June 30</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



# GENERAL FUND

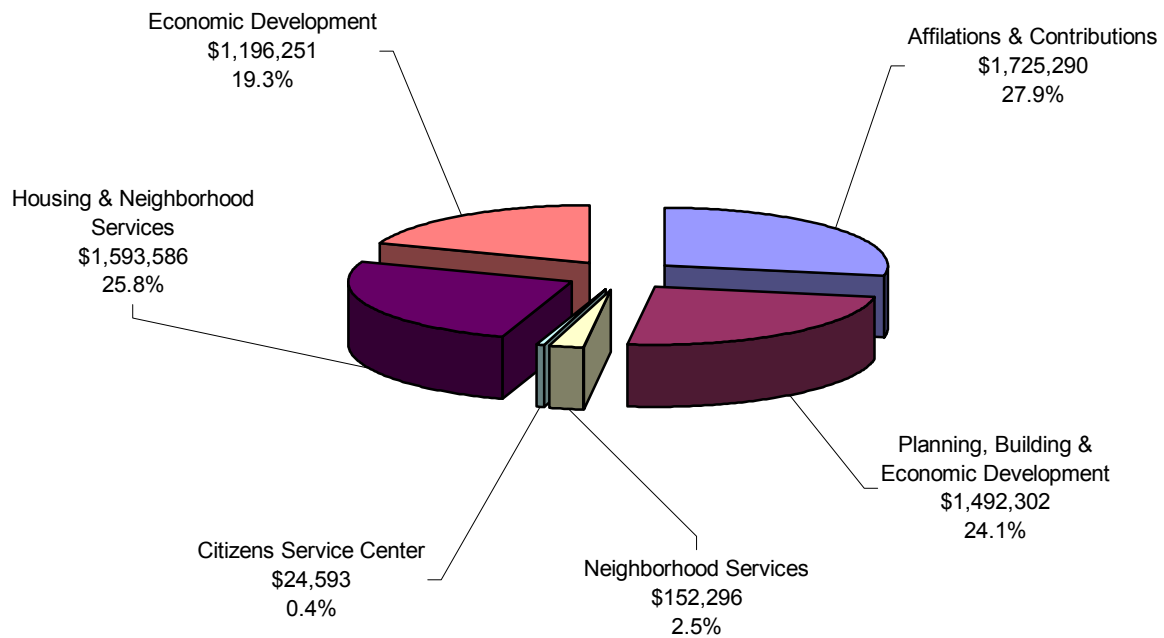
# Community Development

## SECTION SUMMARY - COMMUNITY DEVELOPMENT

COMMUNITY DEVELOPMENT	PAGE	ADOPTED BUDGET 2006-07	ADOPTED BUDGET 2007-08	DOLLAR INCREASE (DECREASE)	PERCENTAGE INCREASE (DECREASE)	LOCAL FUNDS *
AFFILIATIONS & CONTRIBUTIONS	3	1,652,127	1,725,290	73,163	4.42%	1,725,290
CITIZENS SERVICE CENTER	4	24,561	24,593	32	0.13%	24,593
ECONOMIC DEVELOPMENT	6	1,120,710	1,196,251	75,541	6.74%	1,196,251
HOUSING & NEIGHBORHOOD SERVICES	8	1,552,038	1,593,586	41,548	2.67%	1,593,586
NEIGHBORHOOD SERVICES	11	156,570	152,296	( 4,274)	-2.72%	152,296
PLANNING, BUILDING & ECONOMIC DEVELOPMENT	13	1,324,313	1,492,302	167,989	12.68%	1,492,302
<b>TOTAL - COMMUNITY DEVELOPMENT</b>		<b>5,830,319</b>	<b>6,184,318</b>	<b>353,999</b>	<b>6.07%</b>	<b>6,184,318</b>

\*Local funds only - Reimbursements received for operational expenses from State and Federal governments have been excluded.

**Section Summary - Community Development**  
**\$6,184,318**



## AFFILIATIONS & CONTRIBUTIONS

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The following affiliations and contributions are recommended for funding for FY 2007-08:

- Blue Ridge Soil & Water	3,000
- Building New Partnerships Conference	57,000
- Center in the Square	249,965
- Convention & Visitors Bureau	511,440
- Downtown Service District	332,360
- Fifth District Planning Commission	64,870
- Marketing Initiative	336,000
- Roanoke Chamber of Commerce	7,595
- Roanoke Valley Arts Council	1,400
- Smith Mountain Lake Debris Removal Project	10,000
- Transdominion Express	2,000
- Virginia 1st Cities Coalition	24,051
- Virginia Municipal League	24,459
- Virginia Tech	2,500
- Virginia Western Community College	10,210
- Williamson Road Area Service District	88,440

TOTAL          \$1,725,290

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Operating Expenditures	\$2,585,481	\$1,849,304	\$1,652,127	\$1,725,290	\$1,725,290
<b>TOTAL</b>	<b>\$2,585,481</b>	<b>\$1,849,304</b>	<b>\$1,652,127</b>	<b>\$1,725,290</b>	<b>\$1,725,290</b>

<b>POSITION SUMMARY</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
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## CITIZENS SERVICE CENTER

### Department Mission Statement:

The Citizens Service Center is a team of specialized City employees who instantly direct public concerns to proper locations for timely and effective resolution. Its purpose is to enhance the quality of life in the City of Roanoke.



### Key Businesses and Business Activities:

- ▮ Serve as first point of contact for Roanoke citizens and visitors to the Municipal Building.
- ▮ Respond effectively to citizen requests for service and track service delivery.

### Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:

The key businesses and activities of the Citizens Service Center link to City Council's Vision Statement in the focus areas of Effective Government (performance improvements) and Participatory Government (citizen participation). Likewise, Neighborhood Services strives to implement the goals and directions set forth in the City's Comprehensive Plan, Vision 2001-2020 in the areas of Housing Diversity/Choices (provide a balanced, sustainable range of housing choices in all price ranges and design options throughout the City that encourage social and economic diversity), and Neighborhood Improvement (marketing and rehabilitation of the existing housing stock, incentives encouraging new residential development, and more efficient code enforcement).

### Strategic Goals

1. To provide citizens a responsive system for obtaining City services.
2. Operate a Citizen Service Center in the Municipal Building to effectively handle citizen calls or walk-in requests for information or service.
3. Enter any call for service into the automated Respond system.
4. Ensure that callers receive friendly greetings and are treated well so they feel comfortable calling and feel encouraged to call back.

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Percent of time the service response goal was met based on the allotted time for specific issue	84.00%	85.00%	90.00%	90.00%
Percent of time the service resolution goal was met based on the allotted time for the specific issue	73.00%	69.00%	80.00%	80.00%
Percent of residents from the City's Citizens Survey that rate citizens getting information about government services and activities as "good" or "excellent"	56.70%	N/A	70.00%	N/A

## CITIZENS SERVICE CENTER

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$38,637	\$13,947	\$13,307	\$13,307	\$13,271
Operating Expenditures	14,642	1,446	950	893	929
Internal Services	10,672	9,027	10,304	10,393	10,393
Capital Outlay/Depreciation	0	0	0	0	0
<b>TOTAL</b>	<b>\$63,951</b>	<b>\$24,420</b>	<b>\$24,561</b>	<b>\$24,593</b>	<b>\$24,593</b>

<b>POSITION SUMMARY</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
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## ECONOMIC DEVELOPMENT

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### **Department Mission Statement:**

Our mission is to foster economic growth and quality of life through attracting and retaining business and industry, encouraging tourism and supporting community revitalization.



### **Key Businesses and Business Activities:**

- | Support downtown, tourism and workforce development.
- | Retention and expansion of existing businesses.
- | Administration of the Enterprise and Technology Zone programs and other economic development incentives, such as the Economic Development Partnership Policy.
- | Oversee City-owned property, including management of the Historic Market Building and negotiate lease agreements.
- | Collect, maintain and supply current data.
- | Assist companies with location decisions in order to attract new businesses to Roanoke.

### **Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:**

The key businesses and activities of the Division of Economic Development within the Department of Planning, Building and Economic Development's link to City Council's Strategic Plan under Healthy Local Economy. The key businesses and strategic goals are linked to the Vision 2001 Plan under the section Economic Development which includes regional cooperation, tourism, industrial, retail and commercial workforce, downtown, and technology development.

### **Strategic Goals**

1. Continue the Business Retention and Expansion Program to include the visitation and recognition of existing businesses.
2. Continue the marketing program for the City of Roanoke's Division of Economic Development in order to effectively communicate with our customers.
3. Monitor performance agreements.
4. Utilize consistent guidelines for prospect negotiation.
5. Participate in events to attract and retain technology businesses.
6. Attract above average paying new jobs to the City of Roanoke.
7. Continually update and maintain a site database and division website.
8. Maintain an updated list of businesses within the City's Enterprise Zones.
9. Follow up on all inquiries in a professional, timely manner.
10. Facilitate working relationships with K-12 school system and businesses in order to meet future work force development needs. Facilitate working relationship with area colleges and universities to provide resources available to businesses.
11. Research and develop an International Trade Program.
12. Facilitate the development of Riverside Centre in accordance with the South Jefferson Redevelopment Plan.
13. Promote Downtown Roanoke as an attractive location for working, living and entertainment.
14. Promote Roanoke as a site for industrial development.
15. Continue to administer activities of the City's Industrial Development Authority (IDA).
16. Facilitate development of a strategic business plan for the IDA.



## ECONOMIC DEVELOPMENT

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Reply to requests for information within 24 hours *	100.00%	100.00%	100.00%	100.00%
Monitor existing leases and negotiate new terms within 90 days of lease termination **	100.00%	100.00%	100.00%	100.00%
Facade grant funds awarded as a percent of total project costs ***	N/A	N/A	28.00%	27.00%
Number of annual business retention visits made per Economic Development Specialist ***	N/A	N/A	300.00	330.00
Business contacts made as a percent of total businesses in the City ***	N/A	N/A	9.00%	10.00%
Number of jobs created or retained through Enterprise Zone activities ***	N/A	N/A	400.00	500.00
Dollar amount of investment created through Enterprise Zone activities ***	N/A	N/A	\$16,500,000.00	\$18,000,000.00
Number of actual jobs created by firms receiving assistance from Economic Development 12 months/24 months after initial contact ***	N/A	N/A	300.00	300.00
Average wage of jobs created by firms receiving assistance from Economic Development ***	N/A	N/A	\$14.00	\$14.50
Total dollar amount of investment created by firms receiving assistance from Economic Development ***	N/A	N/A	\$20,000,000.00	\$22,000,000.00

\* The timeframe for this performance measure was revised from 48 hrs to 24 hrs.

\*\* This performance measure was revised to include the 90 day timeframe.

\*\*\* This is a new performance measure for FY06-07.

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$367,666	\$438,425	\$576,493	\$596,542	\$602,969
Operating Expenditures	199,809	576,290	474,704	523,046	523,046
Internal Services	61,938	59,790	69,513	70,236	70,236
Capital Outlay/Depreciation	0	0	0	0	0
<b>TOTAL</b>	<b>\$629,413</b>	<b>\$1,074,505</b>	<b>\$1,120,710</b>	<b>\$1,189,824</b>	<b>\$1,196,251</b>

<b>POSITION SUMMARY</b>	<b>7.0</b>	<b>8.0</b>	<b>8.5</b>	<b>8.5</b>	<b>8.5</b>
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## HOUSING & NEIGHBORHOOD SERVICES

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### **Department Mission Statement:**

The Department of Housing and Neighborhood Services exists to partner with Roanoke residents to build strong, sustainable neighborhoods for people of all ages, ethnicity, lifestyles, and income to live, work, and play.

### **Key Businesses and Business Activities:**

- I Code Enforcement
  - Property maintenance code on all existing structures
  - Residential rental certificate of compliance
  - Weed and trash abatement
  - Inoperable motor vehicles
  - Zoning enforcement/outdoor storage
  - Graffiti abatement
- I Housing Development
  - Implement the Housing Strategic Plan
  - Initiating and managing neighborhood revitalization initiatives
  - Manage the affordable housing program for police officers
  - Manage the Mortgage Assistance Program (MAP)
  - Pursuing brownfield redevelopment opportunities
  - Conduct homebuyer workshops and training
  - Develop strategies to address fair housing impediments
  - Encourage the development of "housing clusters" on vacant or underutilized sites
  - Create opportunities for market rate housing
  - Prepare the annual Housing and Urban Development (HUD federal grant) budget
- I Neighborhood Services
  - Facilitating Public/Private Partnerships
  - Marketing Neighborhood Activities
  - Resource for Delivery of Governmental Services
  - Oversee Citizen Service Center
  - City/Federal Funds and Neighborhood Development Grant Compliance

### **Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:**

The department's mission and key businesses and activities are linked to City Council's Vision Statement in the focus areas of building Strong Neighborhoods (clean and safe neighborhoods), improving Quality of Life (historic preservation, neighborhood improvement), Effective Government (performance improvements), and Participatory Government (citizen participation).

Likewise, the Department strives to implement the goals and objectives set forth in the City's Comprehensive Plan, Vision 2001-2020 in the areas of Housing Diversity/Choices (provide a balanced, sustainable range of housing choices in all price ranges and design options throughout the City that encourages social and economic diversity), and Neighborhood Improvement (marketing and rehabilitation of the existing housing stock, incentives encouraging new residential development, and more efficient code enforcement).

## HOUSING & NEIGHBORHOOD SERVICES

### Strategic Goals

1. Build strong neighborhoods by improving the capacity of neighborhood associations and citizen involvement.
2. Reduce the concentration of low-income housing and poverty in our neighborhoods.
3. Provide a sustainable range of housing choices in all price ranges and design options.
4. Spur the development of market-rate and upscale housing, especially for homeownership opportunities.
5. Reduce the number of substandard housing and blighting conditions in the city.
6. Develop partnerships with the Roanoke Redevelopment and Housing Authority, Community Development Corporations, local realtors, homebuilders and lending institutions to attract and retain a balanced, sustainable population.
7. Provide for employee development, efficient work environment and quality customer service.
8. Partner with other Departments and entities to create dynamic urban neighborhoods offering a variety of urban amenities.

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Percent of residents from the City's Citizen Survey that rate weed abatement or the cutting of weeds on vacant lots as "good" or "excellent"	37.60%	N/A	60.00%	N/A
Number of households assisted with down payment and closing costs through the Mortgage Assistance Program	4.00	13.00	17.00	20.00
Percent of citizens from the City's Citizen Survey that rate the enforcement of property maintenance codes and other nuisances codes as "good" or "excellent"	43.80%	N/A	60.00%	N/A
Percent of citizens from the City's Annual Citizen Survey that rate the efforts of the City to improve the quality of housing in the City as "good" or "excellent"	50.00%	N/A	60.00%	N/A
Community Development Block Grant expenditures compared to annual allocation in order to exceed compliance requirements	1.45 times	1.44	<= 1.5 times	<1.5 times
Outside capital leveraged as a percent of total funding for housing as defined by project cost *	N/A	N/A	83.00%	83.00%
Number of new housing units completed and occupied per \$100,000 of public financial assistance for new housing *	N/A	N/A	1.00	1.00
Number of new or rehabilitated housing units assisted with public financial assistance *	N/A	N/A	90.00	90.00
Percent of substandard housing units rehabilitated, demolished, or replaced with public financial assistance *	N/A	N/A	0.50%	0.50%
Percent increase in property values City-wide *	N/A	N/A	9.00%	9.25%
Percent increase in property values in the targeted neighborhoods *	N/A	N/A	8.50%	9.00%
Minimum number of substandard housing units to be eliminated each year through demolitions, repair, or rehabilitation *	N/A	N/A	50.00	50.00
Number of rental inspection program properties inspected as a percent of total property maintenance inspections *	N/A	N/A	65.00%	65.00%
Case closure rate *	N/A	N/A	80.00%	80.00%
Voluntary compliance rate for weed infractions *	N/A	N/A	60.00%	60.00%
Voluntary compliance rate for inoperable vehicle infractions *	N/A	N/A	80.00%	80.00%
Voluntary compliance rate for outdoor storage infractions *	N/A	N/A	80.00%	80.00%
Voluntary compliance rate for structural issue infractions *	N/A	N/A	90.00%	90.00%
Induced compliance rate for weed infractions *	N/A	N/A	40.00%	40.00%
Induced compliance rate for inoperable vehicle infractions *	N/A	N/A	20.00%	20.00%

## HOUSING & NEIGHBORHOOD SERVICES

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Induced compliance rate for outdoor storage infractions *	N/A	N/A	20.00%	20.00%
Induced compliance rate for structural issue infractions *	N/A	N/A	10.00%	10.00%
Avg Number of calendar days from case initiation to voluntary compliance for weed infractions *	N/A	N/A	30.00	30.00
Avg Number of calendar days from case initiation to voluntary compliance for inoperable vehicle infractions *	N/A	N/A	30.00	30.00
Avg Number of calendar days from case initiation to voluntary compliance for outdoor storage infractions *	N/A	N/A	30.00	30.00
Avg Number of calendar days from case initiation to voluntary compliance for structural issue infractions *	N/A	N/A	180.00	180.00
Avg Number of calendar days from case initiation to induced compliance for weed infractions *	N/A	N/A	40.00	40.00
Avg Number of calendar days from case initiation to induced compliance for inoperable vehicle infractions *	N/A	N/A	40.00	40.00
Avg Number of calendar days from case initiation to induced compliance for outdoor storage infractions *	N/A	N/A	40.00	40.00
Avg Number of calendar days from case initiation to induced compliance for structural issue infractions *	N/A	N/A	180.00	180.00
Code enforcement expenditures per capita *	N/A	N/A	\$12.79	\$12.79
Number of elapsed calendar days from 1st report of complaint until inspector's first inspection/closure for weed infractions *	N/A	N/A	2/30	2/30
Number of elapsed calendar days from 1st report of complaint until inspector's first inspection/closure for inoperable vehicle infractions *	N/A	N/A	2/30	2/30
Number of elapsed calendar days from 1st report of complaint until inspector's first inspection/closure for outdoor storage infractions *	N/A	N/A	2/30	2/30
Number of elapsed calendar days from 1st report of complaint until inspector's first inspection/closure for structural issue infractions *	N/A	N/A	10/180	10/180

\* This is a new performance measure for FY06-07 and beyond.

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$747,611	\$967,620	\$1,170,224	\$1,187,619	\$1,193,323
Operating Expenditures	172,511	234,279	168,461	176,409	176,409
Internal Services	141,284	203,348	213,353	223,854	223,854
Capital Outlay/Depreciation	0	0	0	0	0
<b>TOTAL</b>	<b>\$1,061,406</b>	<b>\$1,405,247</b>	<b>\$1,552,038</b>	<b>\$1,587,882</b>	<b>\$1,593,586</b>

<b>POSITION SUMMARY</b>	<b>20.0</b>	<b>21.0</b>	<b>21.0</b>	<b>21.0</b>	<b>21.0</b>
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## NEIGHBORHOOD SERVICES

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### **Department Mission Statement:**

The Neighborhood Services Division exists to partner with Roanoke residents to build strong, sustainable neighborhoods for people of all ages, ethnicity, lifestyles, and income to live, work, and play.

### **Key Businesses and Business Activities:**

- I Facilitating Public/Private Partnerships
  - Staff support to Roanoke Neighborhood Advocates
  - Staff support to Neighborhood Revitalization Steering Committees
  - Assist neighborhoods with creation of neighborhood organizations
  - Create educational opportunities through workshop events and/or projects as applicable such as the Leadership College, Virginia Statewide Neighborhood Conference Planning Committee
  - Create dynamic urban neighborhoods offering a variety of urban amenities
- I Marketing Neighborhood Activities
  - Department newsletter incorporating neighborhood and city news
  - Hosting of neighborhood websites
  - Coordinating and marketing of Neighborhood Month activities
  - Marketing of annual National Night Out events
  - Promotion of neighborhood events
  - Spotlight on Neighborhoods TV segments
- I Resource for Delivery of Governmental Services
  - Putting neighborhoods in direct contact with city staff who can provide assistance and support for services needed
  - Notify neighborhoods of upcoming/ongoing issues, policies, and priorities that have been/are being established for a neighborhood to insure residents have opportunity to provide input
  - Partner with Code Enforcement to insure compliance to Nuisance Codes
  - Assist in the creation of partnerships between city departments, elected officials, business representatives, neighborhood and community leaders, and other relative agencies to create best solutions to neighborhood concerns
  - Administer the 'Welcome Roanoke' program
  - Host Housing and Neighborhood Services website
- I Oversee Citizen Service Center
  - Provide easy access to a broad range of city services and track issues for resolution
- I City/Federal Funds & Neighborhood Development Grant Compliance
  - Ensure compliance to HUD regulations/requirements by neighborhood groups using CDBG funds for Neighborhood Development Grant projects

### **Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:**

The key businesses and activities of the Neighborhood Services Division link to City Council's Vision Statement in the focus areas of Quality of Life, Effective Government, and Participatory Government.

Neighborhood Services strives to implement the goals and directions set forth in the City's Comprehensive Plan, Vision 2001-2020 by: enhancing quality of life by assisting citizens' with quick resolutions to their concerns; effective government by providing citizens with easy access to a broad range of city services and being a resource for delivery of these services, and participatory government by enabling and empowering neighborhood organizations toward building capacity, marketing neighborhood activities, and enhancing citizen participation in the implementation of their neighborhood's plan.

## NEIGHBORHOOD SERVICES

### Strategic Goals

1. Building Strong Neighborhoods

Build strong neighborhoods by improving the capacity of neighborhood organizations and citizen involvement in them.

2. Enhanced Internal and External Partnerships

Develop partnerships with the Roanoke Redevelopment and Housing Authority, Community Development Corporations, other city departments, citizens, and others to enable and empower neighborhood organizations toward building capacity, marketing neighborhoods and their activities, and enhancing citizen participation in these activities and in the implementation of their neighborhood's plan.

3. Continued Improvement of Employees / Workplace

Provide for employee development and efficient work environment.

4. Quality Customer Service

Provide quality customer service by being a resource for internal and external customers for the quick resolution to their issues and/or service needs.

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Percent of Neighborhood Development grant contracts with neighborhood groups executed within the timeframe specified in the grant	67.00%	100.00%	80.00%	100.00%
Percent of residents from the Citizens Survey that rate government support for neighborhood organizations as "good" or "excellent"	59.90%	N/A	80.00%	N/A
Number of planned Leadership College classes held	2.00	2.00	3.00	3.00
Percent increase in the number of active neighborhood groups *	N/A	N/A	15.00%	15.00%
Number of scheduled neighborhood group training sessions conducted	N/A	4.00	6.00	6.00
Percent of new City homebuyers requesting free "Welcome Roanoke" gift *	N/A	N/A	1.00%	2.00%
Percent of residents from the Citizen Survey that rate government response to citizen complaints and requests as "good" or "excellent"	48.60%	N/A	60.00%	N/A
Percent of Neighborhood Development grants applied for which are awarded to neighborhood groups *	N/A	N/A	90.00%	90.00%
Number of new community outreach/public education programs or initiatives started *	N/A	N/A	2.00	4.00

\* This is a new performance measure for FY06-07.

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$80,985	\$101,279	\$107,182	\$112,913	\$104,819
Operating Expenditures	25,387	35,349	48,945	46,604	46,604
Internal Services	348	1,117	443	873	873
<b>TOTAL</b>	<b>\$106,720</b>	<b>\$137,745</b>	<b>\$156,570</b>	<b>\$160,390</b>	<b>\$152,296</b>

<b>POSITION SUMMARY</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>
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## PLANNING, BUILDING & ECONOMIC DEVELOPMENT

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### **Department Mission Statement:**

The mission of the Department of Planning, Building & Development is to promote excellence in planning, building, and development that encourages public collaboration and engages best management practices and methods to ensure public safety, environmental protection, and quality architectural design in the City of Roanoke and the region.



### **Key Businesses and Business Activities:**

#### **Planning**

Implementation of the City's comprehensive plan; preparation, adoption, and implementation of various neighborhood plans and master plans for areas or projects; redevelopment and revitalization planning for various community projects; urban design activities; management of grant projects; coordination with neighborhoods and the Roanoke Neighborhood Advocates; public education and information; general project management and office administration.

#### **Code Administration and Development Review**

Establishment of community building and development standards through enforcement of the Zoning Ordinance, Erosion and Sediment Control Ordinance, Subdivision Ordinance, flood plain regulations; review of basic and comprehensive development plans and building plans; architectural review in historic districts; permitting for zoning, development and grading; promotion of the health, safety and welfare through enforcement of building and zoning codes, as well as through field inspections, training and workshops.

#### **Administration of Boards and Commissions**

Provide professional staffing to the three City Council-appointed boards and commissions:

- Planning Commission who considers all City and neighborhood plans, rezoning, street and alley closures, amendments to the zoning ordinance, naming of public facilities, and other issues as requested by City Council;
- Board of Zoning Appeals who considers special exception permits, variances, zoning appeals and zoning interpretations; and
- Architectural Review Board who considers requests for new construction, alternations and demolitions in the city's historic districts and designation of historic properties.

Staff also manage and conduct all office administration for the three boards and commissions, including legal advertisement, public notices, official orders, minutes, general correspondence and reports.

### **Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:**

The Department of Planning, Building & Development's work efforts are guided by the following Council Vision recommendations:

- Effective Government - Improved communication and participatory government in decision making and problem solving; involvement in neighborhood activities, issues and problem solving; encouragement of regional approaches to issues and cooperation; participation in local, state and national professional organizations; and development of a comprehensive plan.
- Healthy Local Economy - Development of partnerships for achieving revitalization and new economic development opportunities; development of quality facilities, buildings, and infrastructure to promote economic opportunities, increased revenue and jobs; assistance in recruiting new businesses; and evaluation and recommendation on alternative and affordable construction techniques.

## PLANNING, BUILDING & ECONOMIC DEVELOPMENT

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- Strong Neighborhoods - Protection of historic properties and city neighborhoods; development of housing policies and initiatives to encourage affordable housing and a diversity of housing types; enhancement of the environment and the livability and quality of neighborhoods; improvement in code administration, especially with respect to nuisances such as weeds inoperable vehicles, and deteriorated buildings; and diversity training and employment.
- Education - Mentors for Student Government Day; employment of student interns, guest speakers for classroom programs; and instructors for adult education.

The Department of Planning, Building & Development's work efforts are guided by the policies and actions of Vision 2001-2020. More specifically, the department is responsible for coordinating, monitoring, and applying the Comprehensive Plan in all of its work efforts and promoting its application in the other City departments.

- Housing and Neighborhoods - Through the department's planning efforts, staff and the Council-appointed boards/commissions will endeavor to make the city's neighborhoods vibrant and accessible places for business, community services and activities, including higher-density housing clusters; and offer a diversity of housing choices.
- Environmental and Cultural Resources - Through the department's planning efforts, staff and the Council-appointed boards/commissions will continue to support environmental protection, the Roanoke Valley Greenway system and promote entertainment and cultural attractions.
- Economic Development - Through the department's planning efforts, staff and the Council-appointed boards/commissions will continue to assist in the promotion of the City's downtown area; the Riverside Centre for Research and Technology; support in marketing Roanoke as a tourist destination; assist in providing site information and assistance in development of underutilized commercial and industrial sites.
- Transportation and Infrastructure - Through the department's planning efforts, staff and the Council-appointed boards/commissions will continue to plan for the City's transportation and infrastructure needs and achievement of the goals and objectives of Vision 2001-2020.
- Public Safety and Services - Through the department's planning efforts, staff and the Council-appointed boards/commissions will continue to assist in the identification and resolution of community issues and strengthening cooperative relationships among the City and its citizenry.
- People and Human Development - Through the department's planning efforts, staff and the Council-appointed boards/commissions will continue to assist and promote education and training of its citizens.
- City Design - Through the department's planning efforts, staff and the Council-appointed boards/commissions will maintain the leadership role in approving design improvements that enhance the City's image and visual appearance; develop design principles and guidelines that will serve as guiding documents for new construction and marketing tools; and review new public facilities and buildings for quality appearance and multiple functions.

### **Strategic Goals**

#### **1. Planning**

- Provide long-range planning for the City and its neighborhoods by implementing and monitoring progress on the Comprehensive Plan (Vision 2001-2020); revise the City's Subdivision Ordinance to reflect the Comprehensive Plan; develop detailed Neighborhood Plans for all neighborhoods; provide support and assistance for new housing and development within the city; increase awareness and appreciation of planning functions and activities; and work with Regional Planning District Commission and other regional planning departments to coordinate work activities and projects.



- Improve department operations and provide employees development opportunities in a pleasant, effective work environment by using the Strategic Business Plan as a working document to monitor work performance; update job descriptions and classifications for all employees and implementing Pay for Performance; revise job descriptions and classifications; review permits and inspection activities to recover costs; and improve design of offices to improve environment and work efforts.

### 2. Code Administration and Development Review

- Provide quality customer services for planning, building and development activities by training building and development staff to provide improved customer service and efficiency; develop improved public education materials; monitor customer service through surveys; improve communication with customers through regular meetings and workshops; and bench-mark with other jurisdictions to evaluate codes and development permit activities and processes.
- Provide effective, responsive, accurate and equitable code administration through the review of building and development processes and regulations to streamline permitting process, review periods, and identify problem areas; review of development and building fees to ensure sufficient recovery of review and enforcement costs; and continue to work with other City departments to implement NPDES Phase II Permit activities.
- Enhance work performance through technology by promoting increased use and application of Accela Permits Plus software for tracking permits and departmental operation; broaden departmental use of GIS and ArcView; considering additional technology tools in work efforts, especially in field inspections; develop electronic government applications and information.
- Provide long-range planning for the City and its neighborhoods by implementing and monitoring progress on the Comprehensive Plan (Vision 2001-2020); revise the City's Zoning and Subdivisions Ordinances to reflect the Comprehensive Plan; develop detailed Neighborhood Plans for all neighborhoods; process citizen applications for rezoning; alley closures, code amendments, variances, special exception permits, and certificates of appropriateness.

## PLANNING, BUILDING & ECONOMIC DEVELOPMENT

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Number of neighborhood or area plans initiated, reviewed, assisted, and completed	9.00	4.00	6.00	2.00
Percent of Comprehensive Plan (20 year plan) recommendations implemented or acted upon	90.00%	95.00%	90.00%	95.00%
Percent of Neighborhood Plan (5 year plan) recommendations implemented or acted upon	78.00%	84.00%	80.00%	80.00%
Percent of initial Comprehensive Development plans reviewed in 12 working days *	100.00%	90.00%	100.00%	100.00%
Percent of 2nd reviews of Comprehensive Development plans completed in 12 working days **	100.00%	78.00%	100.00%	100.00%
Percent of citizens responding to the Citizens Survey that rate the City's regulation and zoning for land use as "good" or "excellent"	50.00%	N/A	60.00%	N/A
Percent of cases approved consistent with staff recommendations for Planning Commission/Board of Zoning Appeals/Architectural Review Board	99.90%	89.00%	99.90%	95.00%
Number of citizens involved in the preparation of a neighborhood plan as a percent of the total people living in the neighborhood ***	N/A	N/A	1.00%	1.00%
Average annual cost per site inspection ***	N/A	N/A	\$40.00	\$40.00
Percent of basic Development plan reviews completed within 10 working days ***	N/A	N/A	100.00%	100.00%
Percent of basic Neighborhood Design District reviews completed within 10 working days ***	N/A	N/A	100.00%	100.00%
Percent of costs recovered for land development process ***	N/A	N/A	17.00%	17.00%
Percent of citizens responding to the Citizens Survey that rate the City's building permit application and review process as "good" or "excellent"	62.10%	N/A	65.00%	N/A

\* This measure was revised from 15 working days for FY06-07 and beyond.

\*\* This measure was revised from 7 working days for FY06-07 and beyond.

\*\*\* This is a new performance measure for FY06-07 and beyond.

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$824,442	\$947,778	\$1,148,627	\$1,181,375	\$1,218,576
Operating Expenditures	47,785	94,582	62,373	54,772	54,772
Internal Services	85,033	106,783	113,313	218,954	218,954
<b>TOTAL</b>	<b>\$957,260</b>	<b>\$1,149,143</b>	<b>\$1,324,313</b>	<b>\$1,455,101</b>	<b>\$1,492,302</b>

<b>POSITION SUMMARY</b>	<b>16.0</b>	<b>19.0</b>	<b>19.0</b>	<b>19.0</b>	<b>19.0</b>
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# General Government Administration

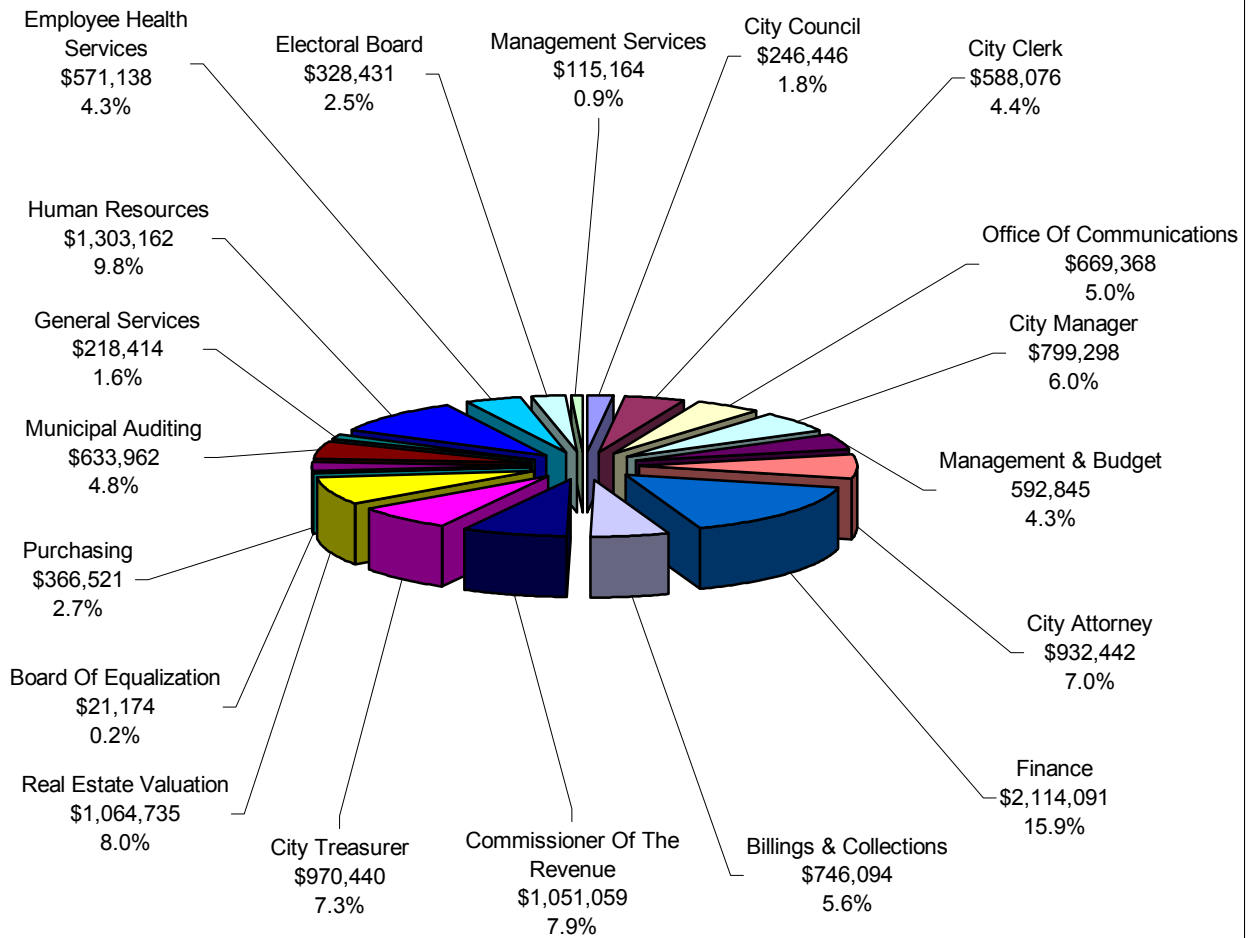
## SECTION SUMMARY - GENERAL GOVERNMENT ADMINISTRATION

GENERAL GOVERNMENT ADMINISTRATION	PAGE	ADOPTED BUDGET 2006-07	ADOPTED BUDGET 2007-08	DOLLAR INCREASE (DECREASE)	PERCENTAGE INCREASE (DECREASE)	LOCAL FUNDS *
BILLINGS & COLLECTIONS	3	711,177	746,094	34,917	4.90%	746,094
BOARD OF EQUALIZATION	6	21,257	21,174	( 83)	-0.39%	21,174
CITY ATTORNEY	8	874,691	932,442	57,751	6.60%	932,442
CITY CLERK	10	598,059	588,076	( 9,983)	-1.66%	588,076
CITY COUNCIL	12	246,367	246,446	79	0.03%	246,446
CITY MANAGER	13	741,139	799,298	58,159	7.84%	799,298
CITY TREASURER	15	948,799	970,440	21,641	2.28%	645,440
COMMISSIONER OF THE REVENUE	17	970,997	1,051,059	80,062	8.24%	773,059
ELECTORAL BOARD	19	296,235	328,431	32,196	10.86%	278,431
EMPLOYEE HEALTH SERVICES	21	488,352	571,138	82,786	16.95%	571,138
FINANCE	23	1,925,082	2,114,091	189,009	9.81%	2,114,091
GENERAL SERVICES	31	212,093	218,414	6,321	2.98%	218,414
HUMAN RESOURCES	33	1,210,628	1,303,162	92,534	7.64%	1,303,162
MANAGEMENT & BUDGET	35	569,714	592,845	23,131	4.06%	592,845
MANAGEMENT SERVICES	37	112,821	115,164	2,343	2.07%	115,164
MUNICIPAL AUDITING	39	564,012	633,962	69,950	12.40%	633,962
OFFICE OF COMMUNICATIONS	42	657,061	669,368	12,307	1.87%	669,368
PURCHASING	45	330,723	366,521	35,798	10.82%	366,521
REAL ESTATE VALUATION	47	1,017,205	1,064,735	47,530	4.67%	1,064,735
<b>TOTAL - GENERAL GOVERNMENT ADMINISTRATION</b>		<b>12,496,412</b>	<b>13,332,860</b>	<b>836,448</b>	<b>6.69%</b>	<b>12,679,860</b>

\*Local funds only - Reimbursements received for operational expenses from State and Federal governments have been excluded.

\*Environmental & Emergency Management has been merged with FIRE/EMS (Emergency Management) and the Director of Public Works (Environmental Services).

## Section Summary - General Government Administration \$13,332,860



## BILLINGS & COLLECTIONS

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### **Department Mission Statement:**

The Department of Billings & Collections strives to provide accurate and exceptional service to all citizens, customers, and departments of the City of Roanoke through the fair and equitable administration of local taxes and franchise fees; delinquent taxes, fees, leases, parking tickets, and other accounts receivables; all with the goal of maximizing the revenue collections for the City of Roanoke.

### **Key Businesses and Business Activities:**

- l **Delinquent Collections**  
Responsible for a professional collection program for unpaid, delinquent tax debts including real estate, BPOL, and personal property taxes. Administers the Judicial Sale of Real Property (tax sale) process. Administers Bankruptcy cases that list the city as a creditor to protect the city's interests and to collect receivables. This key business generates \$4,560,000 in revenues.
- l **Local Tax and Franchise Fee Administration**  
Responsible for administering, auditing, and collecting approximately \$25 million in revenues from Prepared Food Tax and Beverage, Admissions Tax, Transient Occupancy Tax, Consumer Utility Taxes, Rights of Way Use Fee, and Consumption Tax as well as various franchise fees. Applies collection procedures as well as billing, customer service, and training for businesses. Cooperates and works jointly with other state and local agencies. Performs audits to ensure that taxes are reported correctly and to serve as a deterrent for under-reporting.
- l **Accounts Receivable Billings and Lease Administration**  
Generates billings and applies collection procedures to a myriad of billings from across the City. Provides training to users of the automated system and produces invoices for City departments for items such as bad checks, building permits, police reports, intergovernmental billings, refuse collection, police and fire false alarms, and emergency medical service bad debt billings. Coordinates with departments to ensure accurate billings and to obtain information needed for a centralized collection effort. This system bills over \$18,000,000 annually.
- l **Parking Ticket Administration**  
Administers a parking ticket program in conjunction with the law enforcement community including the City Police, Fire Department, Virginia Western Community College, and the Roanoke Regional Airport. Issues law enforcement notices for unpaid tickets and schedules court hearings for customers contesting ticket issuance. Applies collection procedures to unpaid tickets including booting, liens, and Vehicle Registration Withholding in conjunction with the Division of Motor Vehicles. Coordinates new programs such as warning tickets and escalating of fines in conjunction with law enforcement and outside business entities. This key business achieves revenue of \$487,000 annually.
- l **Set-off Debt Collection**  
Administers the City's Set-Off Debt Collection Program in conjunction with the Virginia Department of Taxation whereby income tax refunds or lottery winnings are intercepted and applied to a variety of debts owed to the City including library fines, accounts receivables, personal property, real estate, business license, and local tax debts. \$4,400,000 in claims are submitted annually. Numerous accounts pay by virtue of being notified that their income tax refunds will be intercepted. \$261,000 in revenue is generated by refunds actually intercepted. Administers the Set-Off Debt Collection program on behalf of the Western Virginia Water Authority.

### **Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:**

The key businesses and activities of Billings & Collections link to City Council's Vision Statement in the focus area of Effective Government (performance improvements) and by providing revenue to fund the vision focus areas of Economy, Education, and Quality of Life. Our work supports Improved Communications as we have enhanced our communications of services by using various media sources including RVTv, bill inserts, and the Internet to keep the public informed. We provide support and service for the Western Virginia Water Authority and work with other agencies and governments in support of the Regional Cooperation vision element. Our key businesses are aligned with the Effective Government vision component. The department supports the Quality of Life vision focus area by eliminating blighted housing through the tax sale process.

## BILLINGS & COLLECTIONS

Key businesses and activities are also linked directly to the City's Comprehensive Plan - Vision 2001 in several element areas. The Department administers a tax sale program that is an important component to the Housing and Neighborhoods element area of the Comprehensive Plan. The Transient Occupancy Taxes administered provide for general fund revenue for Tourism and Economic Development. Through parking ticket administration and emergency medical service billing, this department is a component of Public Safety and Services. Billings & Collections' key businesses contribute revenue to the General Fund. Through these important revenue sources, there is an indirect link to each vision focus area.

### Strategic Goals

1. New Accounts Receivable Billing System  
Implement a new accounts receivable billing system in conjunction with the Financial Applications Integration Team.
2. Ensure adequate staffing, training, and development to maximize and maintain revenue needed to provide city services by operating efficiently and exploring new collection methods.
3. New Technology  
Use and explore new technology to improve work processes and customer service by upgrading computer systems and using new software to re-design business processes for greater revenue generation and operating efficiency.
4. Tax and Treasury Software System  
Implement new tax and treasury software within a team framework. Provide staffing and support for implementation of this multi-year project.
5. Judicial Sale of Real Property "Tax Sales"  
Coordinate tax sales of real property at regular intervals annually. This ensures greater collections of delinquent real estate taxes and assessments while improving neighborhoods.

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Dollar value of delinquent taxes collected (real estate/personal property/business and professional occupation licenses)	\$1,765,549.00	\$1,768,153.15	\$2,000,000.00	\$2,000,000.00
Dollar value of delinquent taxes collected per FTE	\$588,516.38	\$589,384.38	\$600,000.00	\$650,000.00
Percent of taxes collected exceeding budgeted revenue goals	3.12%	17.00%	15.00%	5.00%
Percent of delinquent dollars outstanding compared to total tax base overall (real estate/personal property/business and professional occupation licenses)	2.06%	2.89%	3.00%	3.00%
Percent of Real Estate tax increase in delinquent tax dollars collected over dollar collections from prior year	13.50%	-3.74%	5.00%	5.00%
Percent of Personal Property increase in delinquent tax dollars collected over dollar collections from prior year	-15.07%	5.41%	10.00%	10.00%
Percent of BPOL increase in delinquent tax dollars collected over dollar collections from prior year	-18.45%	46.27%	10.00%	10.00%
Dollar value of local taxes administered	\$28,256,993.00	\$30,207,753.00	\$29,950,000.00	\$24,000,000.00
Percent of monthly local tax returns processed timely and accurately	100.00%	100.00%	100.00%	100.00%
Percent of delinquent accounts *	0.50%	0.50%	0.50%	0.50%
Percent of local taxes collected to meet budgeted revenue goal	103.00%	106.00%	99.00%	99.00%
Percent of monthly delinquency to total dollars of local taxes collected per month	0.01%	0.01%	0.01%	0.01%
Number of accounts administered per FTE for local taxes	389.00	370.00	390.00	345.00

## BILLINGS & COLLECTIONS

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Dollars of local taxes collected per FTE **	\$14,128,497.00	\$15,103,876.00	\$14,975,000.00	\$12.00
Dollar value of city-wide billings generated per year	\$14,590,471.00	\$17,864,492.00	\$16,000,000.00	\$19,000,000.00
Percent of city-wide accounts receivable invoices mailed out on schedule	100.00%	99.00%	100.00%	100.00%
Percent of leases accurately billed on schedule	99.00%	99.00%	100.00%	100.00%
Dollar value of city-wide billing invoices administered per FTE.	\$14,590,471.00	\$17,864,492.00	\$16,000,000.00	\$19,000,000.00
Number of accounts receivable invoices per FTE	10,459.00	10,654.00	15,000.00	14,000.00
Dollar value of parking tickets collected	\$510,000.00	\$487,216.71	\$495,000.00	\$490,000.00
Percent of parking tickets keyed into the computer system timely and accurately	99.00%	99.00%	99.00%	99.00%
Percent of dollars of unpaid parking tickets ***	12.00%	14.00%	10.00%	12.00%
Dollar value of parking ticket revenue per FTE	\$509,791.00	\$487,216.71	\$500,000.00	\$490,000.00
Number of parking tickets processed per FTE	23,444.00	24,596.00	25,000.00	25,000.00
Number of set-off debt collection claims processed	25,985.00	25,194.00	26,667.00	25,000.00
Dollar value of set-off claims submitted per year	\$4,490,533.00	\$4,387,799.00	\$4,362,293.00	\$4,000,000.00
Dollar value of set-off claims collected	\$233,000.00	\$260,951.00	\$230,000.00	\$265,000.00
Dollar value of set-off claims forfeited ****	\$0.00	\$0.00	\$0.00	\$0.00
Percent of set-off claims processed within time requirements	100.00%	100.00%	100.00%	100.00%
Percent of set-off claims submitted without errors	99.00%	99.00%	99.00%	99.00%

\* Local Taxes - some tax types 0% delinquency

\*\* As of 01/01/07, the Commonwealth of Virginia begins administering and collecting the Communications Tax.

\*\*\* Change in calculation method beginning in FY04-05 - new reports from new system

\*\*\*\* No claims were forfeited so values are zero

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$451,197	\$460,515	\$525,469	\$543,212	\$553,235
Operating Expenditures	65,592	68,447	105,487	103,049	103,049
Internal Services	54,614	94,416	80,221	89,810	89,810
Capital Outlay/Depreciation	0	0	0	0	0
<b>TOTAL</b>	<b>\$571,403</b>	<b>\$623,378</b>	<b>\$711,177</b>	<b>\$736,071</b>	<b>\$746,094</b>

<b>POSITION SUMMARY</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>	<b>10.0</b>	<b>10.0</b>
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## BOARD OF EQUALIZATION

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### **Department Mission Statement:**

The Board of Equalization is a three-member team that has specific powers that are limited to the review of real estate taxation. Chapter 32, Article 14 of Title 58.1 of the Code of Virginia, delineates the powers and the responsibilities of the Board of Equalization which include providing fair and equitable assessments of taxpayers who appeal their assessments of real property in the City of Roanoke.

### **Key Businesses and Business Activities:**

- | Hear or receive complaints concerning the fair market value or uniformity of real estate assessments from any taxpayer or his agent, (the taxpayer may be the owner or a lessee of the property).
- | Hear or receive all complaints concerning objections to the real estate assessment of any taxpayer from the city or county attorney or the appointed representative of the city or county.
- | Make public advertisement of its meetings.
- | Keep minutes of its meetings and notify the property owner, the Commissioner of the Revenue, or Director of Finance, or Real Estate Assessor of any assessment change.
- | Correct any known duplications or omissions in the assessment roll.
- | Hear complaints concerning special assessment for agricultural, horticultural, forest and open space land use.
- | Conduct its meetings in public.
- | Prepare an annual written report of their actions and make such report available, upon request, to the public, the local governing body of the respective county, city or town and to the Tax Commissioner.

### **Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:**

The key business activities of the Board of Equalization link to the City Council's Vision Statement in the focus areas of Effective Government (performance improvements), Economy (development opportunities) and Quality of Life (progressive residential housing & commercial real estate), Education (public learning & awareness). Key businesses and activities are also linked to the City's Comprehensive Plan (Vision 2001) in the element of Housing and Economic Development.

## BOARD OF EQUALIZATION

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Total Number of BOE Appeals	62.00	84.00	120.00	100.00
Total Number of Days BOE Worked	64.00	121.00	75.00	75.00
Average Number of Appeals Processed Per Day	1.03	1.44	1.60	1.33
Total Number of Building Permit BOE Appeals	0.00	0.00	5.00	5.00
Average Mileage Per Day	11.14	7.83	7.48	8.00

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$16,292	\$28,701	\$18,354	\$18,353	\$18,353
Operating Expenditures	2,245	1,434	2,903	2,821	2,821
Internal Services	0	0	0	0	0
<b>TOTAL</b>	<b>\$18,537</b>	<b>\$30,135</b>	<b>\$21,257</b>	<b>\$21,174</b>	<b>\$21,174</b>

<b>POSITION SUMMARY</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
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# CITY ATTORNEY

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## **Department Mission Statement:**

The mission of the City Attorney's Office is to provide the City and its representatives high quality, efficient, cost-effective and timely legal services that support the achievement of City Council's vision for our City. We strive to practice preventive and community oriented law.



## **Key Businesses and Business Activities:**

### **Practice Preventive Law**

- Legal Oversight - Be continually aware of legal issues affecting the City by meeting regularly with the City Council, City Manager and other City administrators and providing legal counsel and advice.
- Education - Recommend and conduct training for City administrators and employees as needed to reduce potential liability of the City and to improve the provision of City services; prepare memoranda as needed for the same purpose; and provide for continuing legal education and professional development for staff.

### **Provide Legal Services**

- General counsel - Provide day-to-day legal counsel to City Council, the City Manager, the School Board, the School Superintendent and other administrators, boards, commissions and officers of the City, and of the School Board; attend meetings, conferences, and work sessions.
- Litigation - Handle civil actions brought by or against the City, and its officers and agencies.
- Legal Opinions - Research and prepare written opinions on legal matters in response to requests of clients.
- Measures - Research relevant law and prepare ordinances and resolutions in order to implement policy decisions of City Council.
- Contracts and Legal Documents - Draft or review contracts and other legal documents to which the City is a party.
- Real Estate - Prepare deeds, examine titles, and conduct closings for acquisition and disposition of real property.
- Collections - Provide legal support to City departments having responsibility for collection of debts owed to the City, such as taxes (real property, personal property, business, professional and occupational licenses, etc.), weed and demolition liens; and damage to City property.

### **Advocate and Protect Interests of the City**

At State and Federal level, serve as contact between City's legislative consultant and City Council and other City officials; promote City's legislative agenda; review and keep abreast of proposed legislation and administrative regulations and advise affected departments and officers of the City.

## **Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:**

Inasmuch as the City Attorney's office provides legal services directly to City Council, the School Board and all operating divisions of both, the many businesses and business activities of the office link to all aspects of City Council's Vision Statement and the City's Comprehensive Plan.

## CITY ATTORNEY

### Strategic Goals

1. Practice Preventive Law
  - Legal Oversight - Encourage clients to involve our office early on in projects, rather than at the last minute, or as an afterthought.
  - Education - Participate in and conduct more training programs for clients, keep clients better informed of legal developments.
2. Provide Legal Services
  - General Counsel - Continue to attend regularly scheduled meetings of administration, boards and commissions to be able to provide on-the-spot legal counsel.
  - Litigation - Strive always to be prepared and professional when appearing in administrative and judicial proceedings on behalf of clients.
  - Legal Opinions - Produce clearly understandable and timely legal opinions for our clients.
  - Measures - Prepare measures which clearly articulate and implement the policy decisions of City Council.
  - Contracts and Legal Documents - Ensure that the City's legal documents are simple, clear and protect the City's interests.
  - Real Estate - Ensure that real estate closings are conducted as expeditiously as possible.
  - Collections - Assist as much as possible departments responsible for collections.
3. Advocate and Protect Interests of City
  - Advocate and protect the interests of the City at the State and Federal level.

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Conduct training programs	12.00	12.00	12.00	12.00
Percent of regularly scheduled meetings of clients attended	100.00%	100.00%	100.00%	100.00%
Percent of legal opinions rendered within reasonable time frame requested by client	100.00%	100.00%	100.00%	100.00%
Percent of real estate closings conducted within reasonable time frame expected by client	100.00%	100.00%	100.00%	100.00%
Prepare timely Legislative Program for the City each year	Yes	Yes	Yes	Yes

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$682,319	\$714,332	\$722,712	\$736,905	\$776,183
Operating Expenditures	100,565	85,976	100,774	104,525	104,525
Internal Services	40,223	52,195	51,205	51,734	51,734
<b>TOTAL</b>	<b>\$823,107</b>	<b>\$852,503</b>	<b>\$874,691</b>	<b>\$893,164</b>	<b>\$932,442</b>

<b>POSITION SUMMARY</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>
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# CITY CLERK

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## **Department Mission Statement:**

We support City Council's Vision Statement in an enthusiastic environment with knowledgeable professionals by providing courteous, efficient and timely accessibility to official public records through the use of current office technology. Using a team-oriented approach, we provide a link between City Council, citizens and all other customers.



## **Key Businesses and Business Activities:**

- | Provide support services and maintain official records for City Council and its committees; and coordinate meetings, receptions, luncheons, employee service awards and other special activities as requested by City Council.
- | Maintain the City Code and its supplements.
- | Maintain records of various authorities, boards, commissions and committees appointed by Council.
- | Provide prompt, courteous services to the general public to improve the quality of communication and respond to all inquiries/complaints in an efficient and professional manner.
- | Ensure adequate staffing, training and development in order to provide professional services to the Members of Council, the City Administration and the general public.
- | Maintain the highest standard of equipment and network systems offered by the Department of Technology for greater efficiency; and seek new technology to improve the workflow and services to the Members of Council, City offices, and citizens of the City of Roanoke.
- | Participate in the Records Retention and Destruction Program as promulgated by the State Department of Archives.

## **Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:**

The key businesses and activities of the City Clerk's Office link to City Council's Vision Statement in the focus areas of Effective Government and Education, by enhancing citizen awareness and education with regard to services offered by the City Clerk's Office and City Council. Key businesses and activities link to the City's Comprehensive Plan (Vision 2001) in the element area of Public Safety and Services by helping to facilitate the delivery of high-quality and effective services.

## **Strategic Goals**

1. Council Services  
Prepare agendas for and attend all City Council meetings and record actions; prepare minutes of meetings and record on official journal books, and index for reference purposes; prepare, distribute and maintain approximately 560 official correspondence files; date, assign numbers and record transactions on official Ordinance and Resolution journal books; publish notices of public hearings, Citizen of the Year publicity nominations, applications for appointments to various Council-appointed authorities, boards, commissions and committees through advertisements in local newspapers, on the Internet, and RVTV-Channel 3.
2. City Code  
Interact with Municipal Code Corporation to ensure receipt of all necessary documents to update the City Code on a quarterly basis.
3. Council-Appointed Committees  
Maintain records of approximately 70 authorities, boards, commissions and committees appointed by Council, including membership, terms of office, expiration dates, purpose thereof, and application for appointments; and provide staff assistance to certain Council-appointed boards and committees, including notification of meetings and preparation of minutes.

## CITY CLERK

4. Human Development

Operate an on-line document imaging program to provide the general public with access to official City Council minutes, City Council agendas, ordinances and resolutions and other documents adopted by City Council for research purposes; and address citizen complaints/inquiries in a timely manner.

5. Administrative Staff

Retain a highly skilled and motivated staff by encouraging continued professional education and networking opportunities, either through City-sponsored workshops and courses, college courses, and/or seminars and conferences sponsored by the Clerks and Records Administrators and Administrative Professionals organizations.

6. Technology

Coordinate with the Department of Technology to implement databases on the Internet for City Council agendas, official minutes and ordinances and resolutions adopted by City Council; promote use of the Internet for viewing and research of the City Code, City Council agendas and minutes, application for appointment to committees appointed by Council, and guidelines for citizen participation at City Council meetings; and continue to update and maintain databases and department website.

7. Records Retention/Storage

Maintain a records management program for the retention and destruction of official records.

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Number of communications prepared and responses addressed	4,000.00	1,026.00	3,000.00	2,000.00
Number of official documents filed	75.00	31.00	75.00	50.00
Percent of requests for information processed within five days	95.00%	99.00%	100.00%	100.00%
Number of City Council/Council appointed committee meetings attended	64.00	72.00	65.00	50.00
Number of training classes attended by staff	6.00	5.00	8.00	15.00
Percent of correspondence distributed within five days of regular sessions of Council	NA	99.00%	100.00%	100.00%
Percent of correspondence, official minutes and measures scanned within five days	NA	99.00%	100.00%	100.00%

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$415,841	\$436,713	\$470,412	\$474,588	\$450,042
Operating Expenditures	74,980	93,501	74,859	71,569	71,569
Internal Services	39,849	51,863	52,788	66,465	66,465
<b>TOTAL</b>	<b>\$530,670</b>	<b>\$582,077</b>	<b>\$598,059</b>	<b>\$612,622</b>	<b>\$588,076</b>

<b>POSITION SUMMARY</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>
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## CITY COUNCIL

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The City Council is a seven-member body elected at large. Members are elected to serve a four-year term. Council elections are held on a biennial basis, with three member elected at one time, and the other four members (including the Mayor) elected two years later, providing for staggered terms.

The City Council's chief responsibility is to formulate City policy. It appoints the major policy-making boards and commissions (School Board, Planning Commission, etc.) and officers of the Council (City Clerk, City Manager, City Attorney, Director of Finance, and Municipal Auditor).

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$135,446	\$142,655	\$149,387	\$144,803	\$152,793
Operating Expenditures	69,936	59,982	76,815	73,834	73,301
Internal Services	29,012	21,209	20,165	20,352	20,352
<b>TOTAL</b>	<b>\$234,394</b>	<b>\$223,846</b>	<b>\$246,367</b>	<b>\$238,989</b>	<b>\$246,446</b>

<b>POSITION SUMMARY</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>
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# CITY MANAGER

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## **Department Mission Statement:**

The City Manager's Office exists to improve the quality of life for the citizens of Roanoke and to implement the policies and vision of City Council. By providing customer-oriented leadership and a participatory style of government, the City Manager's Office will promptly respond to the short-term needs of the citizens while seeking their involvement in developing the long-term goals of the community.



## **Key Businesses and Business Activities:**

- † Council Services  
Recommend policies and actions to Council; implement Council's Vision and policies; submit and recommend a balanced budget; prepare and coordinate council reports; and ensure Council priorities are addressed.
- † Citizen Relations  
Provide professional and responsive customer service; respond promptly to citizen inquiries; inform citizens of public events; and keep citizens informed and involved. Ensure visitors to the Noel C. Taylor Municipal Building are received in a welcoming manner and provided accurate information and professional service.
- † Operational Service Delivery and Executive Administration  
Provide general management and leadership to department heads; supervise operation of city departments; coordinate interdepartmental efforts; select department heads and approve department plans/budgets; ensure continuing improvement efforts of service delivery; and oversee enforcement of ordinances, resolutions and policies.
- † Community Development  
Monitor implementation of Vision 2001-2020 Comprehensive Plan; pursue city/regional economic development strategies; promote environmental stewardship in the community; encourage regional approaches to solving community issues/needs such as a study of our library system; and involve community in developing a new zoning ordinance and housing strategy as well as other short/long term goals.

## **Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:**

The City Manager's Office is directly responsible for implementing City Council's vision. To that end, the mission statement, key businesses and businesses activities were designed to be intricately linked to the Vision. As stated in the mission statement, "The City Manager's Office exists to improve the quality of life for the citizens of Roanoke and to implement the policies and vision of City Council." In addition, the "Community Development" business activity for the office encourages regional cooperation, which is one of the main themes in the "Economy" section of Council's vision.

The City Manager's Office is responsible for monitoring implementation of the Vision 2001-2020 Comprehensive Plan, which is stated in the Community Development section of the office's business activities.

## **Strategic Goals**

1. Council Services  
Provide accurate, timely, comprehensive, and professional reports to Council; respond promptly to Council inquiries and ensure their priorities are addressed; submit a fiscally-sound budget that supports Council's vision, balances departmental needs and seeks to identify and respond to the needs of the community.
2. Citizen Relations  
Set a standard of excellence for other departments to follow in providing prompt and professional customer service to citizens; constantly seek new ways of communicating with citizens.



## CITY MANAGER

### 3. Operational Service Delivery and Executive Administration

Promote a customer-oriented leadership style to departments; seek interdepartmental strategies and team-building approaches to addressing issues; encourage departments to develop innovative strategic business plans that continue to foster improvement efforts of service delivery; ensure compliance with codes while encouraging new ideas through changes to the codes.

### 4. Community Development

Foster a participatory style of government by involving citizens in developing the long-term goals of the community; expand regional partnerships and support efforts that encourage regional identity; promote environmental awareness and balance public actions with its impacts on the environment; involve all sectors (public, private, nonprofit, regional) of the community in implementing the Comprehensive Plan. Examples of our efforts will include the study of our library system, involving the community in developing a new zoning ordinance, and developing a housing strategy.

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Percent of Council inquiries made during Council meetings assigned to a specific department within 24 hours	99.00%	99.00%	99.00%	99.00%
Percent of responses to Citizen and Council inquiries received by mail provided within 10 working days of their receipt	96.00%	99.00%	99.00%	99.00%
Percent of respondents to the Annual Citizens Survey who rate the effectiveness of the City of Roanoke Government in meeting community needs as "very effective" or "somewhat effective"	69.30	N/A	80.00	N/A
Percent of respondents to the Annual Citizens Survey who "strongly agree" or "somewhat agree" that City government performance is improving in Roanoke	61.20	N/A	80.00	N/A
Percent of respondents to the Annual Citizens Survey who are "very satisfied" or "somewhat satisfied" with the overall quality of services that the City of Roanoke government provides	85.80	N/A	90.00	N/A

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$663,491	\$669,867	\$648,585	\$721,642	\$708,643
Operating Expenditures	53,828	47,681	44,176	41,659	41,659
Internal Services	78,818	74,107	48,378	48,996	48,996
<b>TOTAL</b>	<b>\$796,137</b>	<b>\$791,655</b>	<b>\$741,139</b>	<b>\$812,297</b>	<b>\$799,298</b>

<b>POSITION SUMMARY</b>	<b>7.0</b>	<b>6.0</b>	<b>6.0</b>	<b>7.0</b>	<b>7.0</b>
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# CITY TREASURER

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## **Department Mission Statement:**

The City of Roanoke Treasurer's Office is committed to providing quality service to the citizens and to maintaining highest accountability of local and state revenue collections.



The treasurer's staff is dedicated to being effective, efficient, responsive and customer-oriented.

Fairness, integrity and respect will be provided to our citizens and to other government personnel in a partnership to promote the economy, education and quality of life in Roanoke.

## **Key Businesses and Business Activities:**

- † Revenue Collection  
Provide the point of entry for all collections into the City's Revenue Collection System.
- † Cash Management  
Provide guidelines and support for securing bids from banking institutions and securities dealers, investing the City's idle cash per the City Investment Policy, and ensuring the safekeeping of City funds held by the City Treasurer.
- † State Tax Collection  
Provide collection, accountability, and transmission of estimated income and state income tax for the Commonwealth of Virginia. Sell state cigarette tax stamps under the guidelines provided by the State of Virginia.

## **Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:**

The key businesses and activities in the City Treasurer's Office are linked to the Vision through the City Organization and Implementation Tools by applying advanced technology and creativity to provide more efficient billings and collections.

The Treasurer's Office stands ready to collaborate with other Public Services to provide community multi-service facilities as neighborhood based service centers to provide easy access to City Services.

## **Strategic Goals**

1. Revenue Collection
  - Implement a new Real Estate Accounts Receivable system to provide a cost efficient, accountable, and technology enhanced system.
  - Implement a new Personal Property Tax Accounts Receivable system for both the citizens and the Commonwealth's share to provide a cost efficient, accountable and technology enhanced system.
  - Implement a new Business License receivable system.
  - Implement a new Cashiering system to improve payment processing of all fines, fees, and charges.
  - Implement a Delinquent Collection System.
  - Improve payment methods through technology advances such as e-government checks, credit cards, and debit cards for the processing of all payments due to the City of Roanoke.
2. Cash Management
  - Enhance investment performance by continuing to implement and improve cash management products and techniques.
3. State Tax Collection
  - Improve the efficiency of the collection of state tax by the distribution of employee workload and training of additional staff.

## CITY TREASURER

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Percent of current year Real Estate Tax collected	97.57%	97.48%	97.00%	97.00%
Percent of current year Personal Property Tax collected and state share of PPTRA collected	96.64%	96.68%	96.00%	96.50%
Percent of current Business License Fees collected	97.55%	97.56%	99.00%	97.00%
Percent of all other fines, fees and charges collected	99.00%	99.00%	99.00%	99.00%
Percent of available funds placed in interest bearing investments within 24 hours of availability	100.00%	100.00%	100.00%	100.00%
Percent of collections for State estimated income tax and state income tax due the Commonwealth	100.00%	100.00%	100.00%	100.00%

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$644,808	\$690,438	\$729,391	\$808,982	\$750,901
Operating Expenditures	125,561	137,956	128,408	126,180	126,180
Internal Services	71,909	86,954	91,000	93,359	93,359
<b>TOTAL</b>	<b>\$842,278</b>	<b>\$915,348</b>	<b>\$948,799</b>	<b>\$1,028,521</b>	<b>\$970,440</b>

<b>POSITION SUMMARY</b>	<b>15.0</b>	<b>14.0</b>	<b>14.0</b>	<b>15.0</b>	<b>15.0</b>
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## COMMISSIONER OF THE REVENUE

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### **Department Mission Statement:**

We are a professional team that provides excellent customer service by exemplifying integrity through accurate and consistent tax assessments. Committed to assist and serve you.



~ WE ARE THE WINDOW TO THE CITY ~

### **Key Businesses and Business Activities:**

- | Maintain taxable owner records for Real Estate Parcels and prepare the Land Book in accordance with the Virginia State Code.
- | Ensure that all tangible Personal and Business Property are assessed and prepare the Personal Property assessment book in accordance with Virginia State Code.
- | Issue Business Licenses to all businesses operating within Roanoke City as required by the City of Roanoke Ordinances and Virginia State Code.
- | Provide Virginia State Income Tax service, including preparation and processing on behalf of the State Department of Taxation.
- | Administer the Tax Relief for the Elderly and Handicapped program.
- | Administer the short-term rental tax.

### **Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:**

The activities of the Commissioner of the Revenue are indirectly linked to City Council's Vision Statement in the area of Effective Government by fair and consistent assessment of taxes for the citizens of the City of Roanoke. The activities link to the City's Comprehensive Plan (Vision 2001) in the category of Public Safety and Services (helping to facilitate the delivery of high-quality, effective services).

### **Strategic Goals**

1. Personal Property/Real Estate  
Ensure all tangible property is properly assessed and required Land Book and Personal Property Book are maintained in accordance with Virginia State Code. Provide assistance to all citizens and taxpayers whereby they may be able to file their Personal Property and purchase decals, which helps ensure that the City of Roanoke obtains revenue in a more timely manner.
2. Virginia State Income Tax Assistance  
Process approximately 18,140 Virginia State Income Tax forms locally on-line with the Department of Taxation to ensure that taxpayers receive Virginia State refunds within 3-9 days.
3. Business Licenses  
Issue business licenses and provide assistance to new businesses to ensure that proper filing and registration practices are followed.
4. Personal Property  
Audit reports from the Department of Motor Vehicles, using purchase and sold dates, to enhance compliance.
5. Commercial Property/Assessments  
Cross reference business license and business property accounts to ensure each database accurately reflects all taxpayers in the City of Roanoke; conduct on-site visits investigating businesses to ensure correct classification and license compliance.

## COMMISSIONER OF THE REVENUE

6. Business License Audits

Audit records of the Virginia Department of Taxation, such as State Sales Tax and Profit/Loss Schedule C copies, as a measure to ensure compliance in reporting gross receipts.

7. Short-Term Rental Tax

Administer the short-term rental tax ordinance mandated by the Roanoke City Council. Provide assistance to businesses to ensure proper registration, filing, and remittance of this quarterly tax.

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Number of real estate transfers	3,981.00	5,044.00	3,985.00	5,050.00
Number of elderly/disabled tax freeze applications processed	1,968.00	2,022.00	1,968.00	2,040.00
Number of personal property assessments	128,862.00	129,874.00	128,900.00	129,900.00
Number of business licenses issued	7,345.00	7,379.00	7,350.00	7,385.00
Number of State income tax returns processed	20,474.00	18,140.00	20,474.00	18,250.00
Number of short-term rental tax quarterly returns processed	86.00	92.00	90.00	98.00

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$711,861	\$739,526	\$809,508	\$841,763	\$898,358
Operating Expenditures	57,594	61,564	59,812	47,707	49,907
Internal Services	80,839	84,480	101,677	102,794	102,794
Capital Outlay/Depreciation	0	0	0	0	0
<b>TOTAL</b>	<b>\$850,294</b>	<b>\$885,570</b>	<b>\$970,997</b>	<b>\$992,264</b>	<b>\$1,051,059</b>

<b>POSITION SUMMARY</b>	<b>16.0</b>	<b>16.0</b>	<b>16.0</b>	<b>16.0</b>	<b>16.0</b>
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## ELECTORAL BOARD

### Department Mission Statement:

Our mission is to serve the citizens of Roanoke and the Commonwealth by providing fair and honest elections. To administer the election laws by being uniform in our practices for all elections, and to provide easy and readily available access to voter registration and the casting of votes within election laws and guidelines.

### Key Businesses and Business Activities:

- ▮ Efficiently conduct all elections.
- ▮ Provide voter registration opportunities for all eligible citizens.
- ▮ Maintain accurate, current records on registered voters and campaign and finance reports for local candidates running for election.

### Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:

The businesses and activities of the Electoral Board / Registrar's Office link to City Council's Vision Statement in the focus areas of Effective Government (Performance Improvements). Key businesses and activities also link to the City's Comprehensive Plan (Vision 2001) in the element area of Public Safety and Services by helping to facilitate the delivery of high-quality, effective services.

### Strategic Goals

1. Protect the integrity of the electoral process and efficiently conduct all elections under the provisions of Title 24.2 of the Code of Virginia.
2. Continue to comply with the National Voter Registration Act of 1993 (NVRA), which calls for the provision of convenient and timely registration opportunities for citizens.
3. Comply with records management guidelines.
4. Continue to work with other City Departments to increase voter education and outreach.

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Number of registered voters	54,059.00	54,329.00	56,000.00	56,000.00
Number of new registered voters	1,906.00	1,975.00	2,000.00	2,000.00
Number of high school registrations	300.00	350.00	300.00	300.00
Number of confinement registrations	150.00	200.00	250.00	200.00
Percent reduction in the number of invalid registrations due to death, felony, or citizenship	100.00%	100.00%	100.00%	100.00%
Percent of polling places (out of 33) that are ADA accessible	90.00%	100.00%	100.00%	100.00%

## ELECTORAL BOARD

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$217,945	\$238,074	\$217,237	\$224,816	\$239,547
Operating Expenditures	33,877	36,193	47,071	56,629	56,629
Internal Services	18,879	35,220	31,927	32,255	32,255
<b>TOTAL</b>	<b>\$270,701</b>	<b>\$309,487</b>	<b>\$296,235</b>	<b>\$313,700</b>	<b>\$328,431</b>

POSITION SUMMARY	3.0	3.0	3.0	3.0	3.0
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A logo featuring a large, stylized red checkmark followed by the word "Vote" in a bold, blue, sans-serif font.

## EMPLOYEE HEALTH SERVICES

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### **Department Mission Statement:**

As a team, we help develop a high quality work environment by supporting the employment and retention of a well-qualified, diverse and healthy work force. We provide direct patient care and treatment to all city employees and family members 6 years and older to maintain their health and wellness.

### **Key Businesses and Business Activities:**

- | Routine Fitness for Duty Exams  
Provide physical examinations for all public safety employees and new hires in accordance with City, State and Federal mandates. This includes nicotine and weight screening as dictated under Special Conditions of Employment for Public Safety Officers.
- | Health Maintenance  
Nurse Practitioner provides Family Practice services to all employees, spouses and their children over the age of six. These services include, for example, illness evaluation, health maintenance evaluation, minor surgical procedures and preventive health services. Provide adult immunizations as recommended by the Centers for Disease Control.
- | Health Education  
Coordinate health fairs open to all city employees and retirees as well as health fairs that focus on smaller groups of employees. Provide health related training programs for focused groups. Provide consultative services on health related issues for supervisory and non-supervisory personnel as the need arises.
- | Drug and Alcohol Program  
Provides Federal, State and City mandated drug and alcohol training and testing as required by Personnel Operating Procedure #27.
- | Employee Assistance Program  
Assist in coordination of the EAP Program available to City employees and their family members.
- | Family Medical Leave  
Assist in the coordination of the Family Medical Leave Program.
- | Medical records  
Maintain confidential medical records.

### **Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:**

The key businesses and activities of the Employee Health Services link to City Council's Vision Statement in the focus area of Effective Government.

They also link to the Comprehensive Plan (Vision 2001) in the category of Public Safety and Services, helping to facilitate the delivery of high-quality, effective services.

### **Strategic Goals**

1. Routine Fitness for Duty Exams  
To perform no less than 90% of Fitness for Duty physicals routinely scheduled, as well as 100% of new hire physicals.
2. Health Maintenance  
To accommodate a minimum of 85% of employees or their family members requesting Family Practice services.  
To assess the immunization status of all employees and to immunize according to the need.
3. Health Education  
Develop employee-wide biannual health fair as well as annual health fairs on focused groups.  
To provide a minimum of three training programs per year covering various health related topics.  
To provide 100% of consultative services requested.



## EMPLOYEE HEALTH SERVICES

### 4. Drug and Alcohol Program

To ensure every new hire employee is educated about the Drug and Alcohol program by providing each new hire with a copy of the policy. Conduct testing per mandates.

### 5. Employee Assistance Program

To refer employees or family members in need to psychological services or to EAP within one week of requested services.

### 6. Family Medical Leave

To have 90% of employees absent from work for reasons qualifying them for FMLA complete corresponding paperwork within two weeks of their absence. To follow-up on all employees that have not returned to work within 2 days of the designated return date.

### 7. Medical Records

To maintain confidential medical records.

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Percent of cyclical Fitness for Duty examinations completed within the calendar year	94.00%	98.00%	100.00%	100.00%
Percent of patients requesting services in Family Practice seen by Nurse Practitioner within 24 hours	N/A	94.00%	85.00%	85.00%
Number of health related training programs provided per calendar year	N/A	10.00	3.00	3.00
Percent of drug and alcohol training and testing conducted per targeted group	N/A	95.00%	100.00%	100.00%
Percent of employees referred to EAP within one week of requesting services	N/A	100.00%	100.00%	100.00%
Percent of time that documentation on FMLA qualifying employees is completed within 2 weeks of absence	N/A	98.00%	90.00%	90.00%
Number of medical records that staff is unable to locate during the year	N/A	0.00	0.00	0.00
Average number of patients seen per day *	N/A	N/A	N/A	20.00

\* This is a new performance measure for FY07-08.

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$232,408	\$210,678	\$238,328	\$264,117	\$320,386
Operating Expenditures	201,703	206,331	223,540	223,497	223,497
Internal Services	12,396	26,160	26,484	27,255	27,255
<b>TOTAL</b>	<b>\$446,507</b>	<b>\$443,169</b>	<b>\$488,352</b>	<b>\$514,869</b>	<b>\$571,138</b>

<b>POSITION SUMMARY</b>	<b>3.0</b>	<b>3.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>
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## FINANCE

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### **Department Mission Statement:**

The Department of Finance will provide financial management services (accounting, accounts payable, payroll and retirement), strategic planning and stewardship of the employees' pension assets in an accurate, timely and respectful manner to City departments to assist them with accomplishing their missions, and to our external customers.



### **Key Businesses and Business Activities:**

#### **Financial Planning/Capital Financing**

The Department assists with planning the allocation of resources to provide services to citizens by developing revenue estimates, serving on the budget committee for development of the annual operating budget and coordinating financial planning sessions with the City administration and City Council. The Department is also responsible for coordinating capital financing of City infrastructure and economic development initiatives.

#### **Financial Reporting**

The Department of Finance is responsible for preparing the City's financial reports, including monthly reports to City Council, the annual financial reports, the annual Comparative Cost Report to the Auditor of Public Accounts and various reports to State and Federal agencies. The department completes the annual census survey and oversees preparation of an annual cost allocation plan.

#### **Transaction Processing and Data Analyses**

- Accounts Payable Services - The Department of Finance is responsible for paying vendors for all goods and services purchased by City departments and the School Board in the course of their daily operations. This service is also provided to entities the City serves as fiscal agent.
- Payroll Processing Services - The Department is responsible for processing payroll for all City and School Board employees, as well as retirees.

#### **Pension Trust and Retirement Administration**

The Department of Finance is responsible for providing oversight of investment of the pension trust fund and is also responsible for the administrative aspects of the pension system and the 457 deferred compensation plan administered by ICMA-RC.

### **Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:**

The Department of Finance functional areas support all aspects of City Council's Vision indirectly as a support and processing unit for all other departments of the City. In a more direct manner, the department supports City Council's focus areas of Effective Government and Economy by seeking to improve the efficiency of transaction processing and by serving a vital role in a number of regional efforts. The department plays a key role in economic strategy through its work with capital planning and financing, budget development and financial reporting.

The Department of Finance business areas, while not directly linked to a specific caption in the Comprehensive Plan, serve all City departments by providing centralized fiscal services to allow departments to address the goals of the Comprehensive Plan.

## FINANCE

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### Strategic Goals

#### 1. Financial Planning and Capital Financing

Serve as an advisor to City Council in matters of financial planning and capital financing in order to allocate the resources in a manner to best serve the needs of our citizens.

- Capital Financing - Monitor and update, as needed, the City's long-term financing plan for capital needs and economic development projects. Coordinate issuance of the City's general obligation bonds and other financing instruments. Make recommendations regarding the City's debt policy and monitor City debt capacity with the goal of maintaining the City's AA bond rating. Ensure timely payment of principal, interest and fees for City bond issues; coordinate investment activities and drawdowns with investment agent; maintain debt amortizations; monitor arbitrage status on bond proceeds. Evaluate and make recommendation concerning advance refunding opportunities. Specifically in FY08, a bond issue will be coordinated by our department along with associated steps of public hearing and authorization, bond ratings, publication of an Official Statement, etc.
- Budget Preparation and Long-Term Planning - Participate on the Budget Committee to develop fiscally responsive annual operating budgets and a long-term capital financing plan. Participate on the committee recommending the allocation of undesignated fund balance to address equipment needs. Participate on the City's Information Technology Committee (ITC) to address long-term technology planning. Management staff of the department serve on a number of other committees charged with planning and directing the future of the City. Assist in monitoring the budget for all funds maintained on the accounting system.
- Revenue Oversight - Develop the annual General Fund revenue estimates. Assist in the development of revenues for the Proprietary funds. Monitor revenue and economic trends throughout the year to ensure that appropriate funding adjustments are made when deemed necessary.

#### 2. Administer and Properly Account for all City Funds

Administer and properly account for all City funds in accordance with City ordinances and charter requirements as well as following generally accepted accounting principles in the application of all accounting policies and procedures. Provide value-added service to departments by acting as trusted business advisors, and by training departments to fully utilize data from our systems.

- Fund Accountability - Maintain fund accountability for the General Fund, School Fund, three Enterprise Funds, three Internal Service Funds, one Agency Fund, a Pension Trust Fund, a Debt Service Fund, a Capital Projects Fund, a Grant Special Revenue Fund, a School Capital Projects Fund, a School Food Services Fund, the General Fixed Assets Account Group, and the General Long Term Debt Account Group.
- Collections - Reconcile cash receipts to revenue collected by the City Treasurer's office, and post to revenue accounts. The Department of Finance prepares approximately 350 collection reports annually for centralized collection. Monitor all collections to ensure appropriate accounting for revenues.

## FINANCE

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- Treasury Reconciliation and Record Retention - Reconcile checks for approximately 43,800 vendor and public assistance recipient payments and approximately 11,000 payroll checks; maintain a CD-ROM based record retention system for approximately 53,900 checks annually.
- Fixed Assets - Maintain accountability for all City fixed assets with a value of \$5,000 or more and ensure integrity of Fixed Assets subsystem. Coordinate an annual inventory of capital assets. Coordinate with Municipal Auditing and other offices of the City to ensure proper accountability for assets \$500 - \$4,999.
- Financial and Intergovernmental Reporting - Prepare various inter-governmental and financial reports, including monthly and annual financial reports, grant reimbursement reports and the Comprehensive Annual Financial Report (CAFR); work with internal and external auditors; review all reports presented to City Council for financial impact; prepare approximately 100 budget ordinances annually related to reports on City Council agendas. During FY08, a project will be undertaken to update the publication method associated with the CAFR.
- Accounting Pronouncements - The department will interpret and apply all current and future pronouncements and interpretations from the Governmental Accounting Standards Board (GASB) as well as follow the recommendations of the Government Finance Officers Association (GFOA) in order to provide the most accurate and useful financial information to its customers.
- Training Program - Partner with the Department of Technology (DOT) training center and other departments to provide training to our departmental customers on appropriate matters, including general use of the accounting system, use of the purchasing card information system and the payroll time entry system. Significant training efforts will be maintained during FY08 to assist departments with the migration to Advantage 3 and to keep them informed of system and procedure changes.
- Financial System Replacement - Continue participation on the Financial Application Integration Team (FAIT) which is planning, evaluating and implementing financial system replacements in the upcoming three to five years. Systems included are accounting, budget prep, payroll/HR, tax/treasury, and Accounts Receivable. The budget prep and accounting implementations are complete. The tax/treasury and Payroll/HR implementations are underway. The Department of Finance will be one of two primary functional departments working on the Payroll/HR implementation to take place from FY07 to FY11. The Department will assist with the implementations of tax/treasury and accounts receivable.
- Advantage 3 Upgrade - Coordinate the next upgrade of the browser version of the accounting system. In conjunction with this upgrade, a significant role will be taken in the implementation of Vendor Self Service.
- InfoAdvantage Reporting - Continue developing InfoAdvantage reports to enhance reporting and analysis capabilities. Provide training to departments on access and use of the reports. Complete the project of migrating from monthly paper report distribution to electronic distribution.

### 3. Payroll

Accurately and promptly pay all City and School Board employees, City retirees, and employees of entities the City serves as fiscal agent. Provide training and customer service to departments on payroll matters.

- Payroll - Prepare bi-weekly or monthly payroll check or direct deposit pay for approximately 4,930 employees and approximately 1,660 retirees. Prepare annual W-2s or 1099-Rs for approximately 8,100 persons.
- Electronic Paystubs - In the next few years, research and implement, if possible in conjunction with DOT, a way to utilize our Employee Self Service site so that the City is no longer printing all deposit advices or W-2s for employees, but storing the information electronically on the Employee Self Service site. This would enable employees to log on to that page and print their deposit advices/W-2s at anytime and print as many copies as they would like. This would also provide record retention so that employees could retrieve data for past events. This project will likely be undertaken in conjunction with the planned Payroll/HR system upgrade.
- Process Re-engineering - Continue to review the payroll process as a whole with the goal of streamlining the process, making it as efficient and automated as possible. This will also be conducted as a component of the Payroll/HR system project. This includes the use of report writers to extract information from the payroll system either for informational purposes or to be used as a balancing tool. Use various tools and technologies (Access databases, Excel spreadsheets, bat files) to aid wherever possible with the balancing and updating of the Payroll system. This includes extracting, importing, and modifying files as needed to accomplish a specific task.
- Financial Application Integration Team (FAIT) - As mentioned previously, this is an ongoing project in which business processes and computer software are being evaluated to determine if any improvements can be made to the processes or if purchasing updated software would allow improved efficiencies and data sharing. In upcoming years, the City intends to replace its existing Payroll/HR and Time Entry software with the goal of obtaining a more user-friendly system. Goals of the system replacement project would include selection of a system which is easier to use (Windows environment), easier to modify (user defined setup, no programming), entails a shorter learning curve when dealing with training of new staff, and removal of some of the manual steps by replacing with automation (benefit enrollment/changes). This project will also entail establishment of a new employee ID to reduce our reliance on the Social Security Number.
- Taxation of the Value of Retiree Excess Life Insurance Over \$50,000 - Develop and implement an annual process in which retiree's life insurance value which exceeds \$50,000 will be recorded as taxable wages. Modify the Payroll/HR system so that it will accommodate this and so that W-2s will be generated for this taxable amount.

### 4. Accounting and Accounts Payable

To process all accounting and budgetary transactions, including payments to vendors, accurately, and in a timely fashion for the City, the School Board, and for entities the City serves as fiscal agent.

## FINANCE

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- Vendor Payments - Process approximately 23,000 vendor invoices after ensuring accuracy of invoice and completeness of order; process an additional 20,900 disbursements which originate from interfaced systems. Provide oversight and review as needed for approximately 33,600 purchasing card transactions. Prepare 1099s as required by IRS for approximately 400 vendors; file and maintain documentation of disbursements on approximately 12,000 vendors.
- Process Re-engineering - Following the upgrade in FY07 to the new accounting system, numerous process redesign efforts will take place. These include a review of accounts payable processing to consider ways to redesign current methods to enhance efficiency, such as electronic funds transfers, further decentralization of data entry, electronic approvals, and the utilization of technology in forms design. We will seek new technology, such as imaging of documents and data warehousing, to make data retrieval more convenient and efficient. Such innovations may reduce staff time required in manually filing or retrieving documents, prevent loss of data, and enable access by multiple users concurrently. We will begin researching and testing the possibility of allowing users to key their own documents, attaching their own backup and sending through electronic workflow for approval. While some of these initiatives will begin during FY07, most will likely continue into FY08.
- Financial Reporting Requirements - The Governmental Accounting Standards Board (GASB) has continued to issue new pronouncements which impact the City's financial reporting requirements. Projects are undertaken annually to comply with these mandates.
- Reporting of Other Postemployment Benefits - Financial reporting and disclosure of postemployment benefits provided to employees is required effective June 30, 2008. The Department of Finance is coordinating the effort to determine the requirements of GASB 45 and to examine options for managing the liability. This project will be underway in FY07 and FY08.

### 5. Staffing

Our goals are to retain a highly skilled and motivated staff and to attract the same as vacancies occur. The Department of Finance has been challenged by excessive staff turnover and overtime. Efforts were begun in FY07 to re-evaluate our organizational structure and to secure temporary additional staffing pending further analysis. This process will continue throughout FY07 and FY08. Through this process, we will seek to ensure we are adequately staffed without requiring unreasonable levels of overtime. Additionally, we will seek to further develop management skills to aid in succession planning. We provide staff opportunities for technical/continuing education courses, either City-sponsored or provided by outside parties, to enhance their professional skills and knowledge.

### 6. Benefit Plans

Maintain financially sound multiple employer defined benefit plan for all eligible participants in accordance with City code and ordinances, generally accepted accounting and actuarial principles, Internal Revenue Code requirements and the laws of the Commonwealth of Virginia.

- Fiduciary Responsibility - Provide administration of the City of Roanoke Pension Plan in accordance with all applicable laws and regulations in such a manner as to fulfill fiduciary duties. The Retirement Administration

## FINANCE

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staff shall provide stewardship of all pension trust funds. The Plan shall be administered in accordance with all governing documents, laws and regulations. The department also serves as resource to educate Board of Trustees and other city employees who are plan fiduciaries.

- Pension Plan Administration - Department is responsible for the maintenance of the Plan Trust and Pension Administrative System as well as the related entries on the City of Roanoke Accounting System, accurate and timely processing of Plan benefit payments, and other disbursements including income tax withholding and reporting. Retirees and beneficiaries currently receiving benefits approximate 1,627; an additional 376 are terminated with a future right to benefits; and, 2,064 active participants are members of the plan. Review and re-engineer administrative processes with the objective of automation to increase efficiency. The review will include examination of current staffing to insure resources are adequate and properly allocated with an objective of updating processes to incorporate the City's newest technology. Recommend enhancements or changes to the Pension Plan including documentation and presentation to the Board of Trustees and/or City Council as needed.
- Participant Communication - The Retirement Plans Administration department establishes the communication strategy utilized to inform participants of their benefits under the terms of the Plan. A multi-faceted communication/education strategy utilizing printed, web-based and electronic communications along with seminars and classroom sessions shall be used to introduce, develop, and enhance participant awareness of the Plan and its benefits. Prompt, courteous and knowledgeable customer service is a primary goal of the department.
- Financial Accounting - The Department shall maintain all accounting records related to the Pension Plan. Monthly, quarterly and annual financial reports will be prepared as necessary. The department will also work with both external and internal auditors and is responsible for preparation of the Pension Plan Comprehensive Annual Financial Report.

### 7. Deferred Employee Compensation

Maintain a deferred compensation program for active and retired employees.

- Participant Education/Communication - Provide information designed to increase knowledge and understanding of estimating future retirement needs to plan participants. Educate participants to appropriately allocate the investment of their retirement assets utilizing professional, cost effective resources available through plan service providers.
- Deferred Compensation Plan Administration - Review and analyze Plan document, Internal Revenue Code, city, state and federal laws and regulations, and administer the Plan effectively in accordance with these provisions. Prepare internal reports documenting plan participation and financial status as necessary.
- Administrative Staff Development - Provide training for staff to be able to effectively and accurately assist plan participants. Focus on educating staff to fully utilize resources available through plan service providers.

## FINANCE

### 8. Training

Due to the technical nature of the work done by our staff, it is part of our annual budget to coordinate staff development for all our employees. Additionally, we seek to provide in-house training to develop employees' base of knowledge regarding policies and procedures.

### 9. Coordination of School Services

Efforts are underway during FY07 which may continue in the subsequent year to examine the way the City and Schools work together to process School transactions in an effort to ensure efficiency and effectiveness and adequacy of staffing for both areas. The need for succession planning and the potential for cost savings may lead to changes in this area.

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Percent of rating agencies awarding the City a AA bond rating	100.00%	100.00%	100.00%	100.00%
Accuracy rate in forecasting annual General Fund revenue estimates	98.96%	98.19%	98.00%	98.00%
Percent of City Council inquiries answered within three working days	100.00%	100.00%	95.00%	95.00%
Receipt of the GFOA certificate for excellence in financial reporting	Yes	Yes	Yes	Yes
Average number of working days to complete monthly closing process and to compile monthly financial statements and schedules	20	21	20	17
Percent of monthly closings made on or before the eighth business day of the month	25.00%	25.00%	67.00%	75.00%
Per capita cost of the accounting function	\$6.03	\$6.37	\$6.65	\$7.02
Number of training sessions conducted annually on accounting system	12	12	12	12
Percent of monthly reconciliations completed accurately and prior to monthly closing	100.00%	80.00%	100.00%	100.00%
Percent of total transactions input by data entry which require no correction due to data entry error	97.00%	97.00%	99.00%	99.00%
Percent of processing of vendor payment within 72 hours of receipt of invoice	96.00%	96.00%	98.00%	98.00%
Average number of payment voucher documents processed daily	58	38	35	35
Average number of payment transactions processed daily	173	180	160	180
Cost of each invoice processed	\$6.41	\$7.79	\$7.09	\$8.02
Per capita cost of the accounts payable function	\$2.33	\$2.87	\$2.57	\$2.91
Percentage of days in which accounts payable checks are matched and mailed by afternoon mail delivery	100.00%	100.00%	100.00%	100.00%
Percent of disbursement checks voided due to errors in data input	0.09%	0.10%	0.10%	0.50%
Number of transactions per month on purchasing card	2,545	2,800	2,600	3,000
Dollar of transactions per month on purchasing card	514,024.00	630,000.00	525,000.00	625,000.00
Percent of 1099s prepared with no correction or adjustment required	100.00%	100.00%	100.00%	100.00%
Percent of payrolls prepared on time without any substantial errors	100.00%	100.00%	100.00%	100.00%
Paychecks/advice (including garnishment checks) processed annually	113,900	114,545	115,000	115,500
Paychecks/advice (including garnishment checks) processed per payroll employee per month	2,373	2,386	2,396	2,406
Cost per payroll check/deposit advice processed	\$2.60	\$2.83	\$2.84	\$2.92
Per capita cost of the payroll function	\$3.19	\$3.50	\$3.53	\$3.64



## FINANCE

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Number of training sessions conducted annually on payroll time entry processing	4	4	4	4
Percentage of months pension plan trust fund statements are accurately reconciled to accounting records prior to monthly close	100.00%	100.00%	100.00%	100.00%
Percent of monthly closings of Pension Trust Fund complete by eighth business day	100.00%	100.00%	100.00%	100.00%
Per capita cost of the retirement administration function	\$2.67	\$2.91	\$2.94	\$3.05
Receipt of the GFOA certificate of achievement in financial reporting for the Pension Plan CAFR.	Yes	Yes	Yes	Yes
Number of telephone inquiries answered monthly	2,900	3,000	3,000	3,100
Number of walk-in customers served monthly	1,000	1,000	1,000	1,000

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$1,237,827	\$1,360,902	\$1,410,489	\$1,534,616	\$1,601,568
Operating Expenditures	109,898	115,026	100,992	99,899	103,952
Internal Services	353,676	396,680	413,601	408,571	408,571
Capital Outlay/Depreciation	0	0	0	0	0
<b>TOTAL</b>	<b>\$1,701,401</b>	<b>\$1,872,608</b>	<b>\$1,925,082</b>	<b>\$2,043,086</b>	<b>\$2,114,091</b>

<b>POSITION SUMMARY</b>	<b>22.0</b>	<b>22.0</b>	<b>22.0</b>	<b>23.0</b>	<b>23.0</b>
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## GENERAL SERVICES

### Department Mission Statement:

The mission of General Services is to ensure enhanced customer service by coordinating activities and the promotion of established goals of those divisions under the assigned direction of the Director of General Services.



### Key Businesses and Business Activities:

- 1. Administration  
Provide strategic direction, visionary leadership and resource utilization coordination to the divisions of Facilities Management, Purchasing, Management Services, and Fleet Management.

### Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:

The key businesses activities of General Services link to City Council's Vision Statement and the Comprehensive Plan as follows:

- Effective Government - Help organizational performance through the development of strategies to enhance internal and external customer responsiveness, financial performance and service quality.
- Economy/Business Development - Help small, minority and women owned businesses participate in the City's procurement process enabling their businesses to grow and prosper.
- Quality of Life - Increase eco-friendly initiatives throughout the City resulting in a cleaner environment.

### Strategic Goals

1. Facilities Management  
Provide quality facilitates management services that focus on the maintenance, security, energy efficiency, and cleanliness of City-owned buildings. The division will develop long term replacement schedules according to industry standards and customer feedback.
2. Purchasing  
Improve the overall purchasing of equipment, supplies, materials, and services needed for successful operation of a full service local government in accordance with applicable administrative and legal policies and laws. Analyze the purchase of items/services that may result in more cost-effective purchase agreements.
3. Records Management and Courier Services  
Provide efficient centralized postage, contracted printing and courier services to City departments. Oversee the Records Management program as mandated by the Code of Virginia; and manage City surplus ensuring for appropriate disposal of assets.
4. Fleet Management  
Provide vehicle/equipment maintenance services to meet established standards for fleet availability, repair turnaround time, customer satisfaction and environmental impact. Manage the fleet in the most effective manner possible through appropriate cost controls/tracking, improved operational productivity and proper disposition of surplus vehicles/equipment.

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Percent of residents from the Citizen Survey who rate the maintenance of City-owned buildings as "good" or "excellent"	68.70%	N/A	65.00%	N/A
Percent of fleet available for use	N/A	97.00%	95.00%	95.00%
Percent of internal customers rating repair services and customer service of Fleet Management as "good" or "excellent" *	N/A	N/A	80.00%	85.00%

## GENERAL SERVICES

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Percent of variance between physical inventory counts and system balances in Parts Warehouse audits	N/A	2.00%	< 5.00%	<5.00%
Percent of customers from internal customer satisfaction survey who rate the Purchasing Department's quality of service as "good" or "excellent"	70.00%	71.00%	90.00%	90.00%
Percent of City departments and agencies in compliance with state mandated Records Management program guidelines	100.00%	99.98%	100.00%	100.00%
Percent of customers from customer satisfaction survey who rate the timeliness of Building Maintenance repair service as "excellent"	N/A	N/A	50.00%	60.00%
Percent of customers from customer satisfaction survey who rate their overall satisfaction with Custodial Services as "excellent"	N/A	N/A	40.00%	45.00%

\* Survey information was not available for FY05-06.

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$108,268	\$129,196	\$146,865	\$148,086	\$153,103
Operating Expenditures	67,953	52,061	55,810	56,227	56,227
Internal Services	6,650	13,123	9,418	9,084	9,084
<b>TOTAL</b>	<b>\$182,871</b>	<b>\$194,380</b>	<b>\$212,093</b>	<b>\$213,397</b>	<b>\$218,414</b>

<b>POSITION SUMMARY</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>
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## HUMAN RESOURCES

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### **Department Mission Statement:**

As a team, we help develop a high quality work environment by supporting the employment and retention of well-qualified, diverse and healthy workforce



### **Key Businesses and Business Activities:**

- I Employment
  - Advertise and recruit practicing Affirmative Action and Diversity Initiatives
  - Attract diverse pool of applicants
  - Applicant processing, assessment, screening and referral
  - Facilitate and assist departments with selection process
- I Compensation and Benefits Program
  - Administer salary surveys
  - Maintain internal equity for job classifications
  - Maintain a competitive compensation package
- I Performance Management
  - Provide systems to evaluate and monitor employee performance
  - Train supervisors and inform employees concerning performance systems
  - Maintain records of employee performance
  - Provide and maintain policies that link performance to rewards
- I Employee Learning and Organizational Development
  - Internal consulting
  - New employee orientation
  - Learning opportunities open to all employees
  - Custom designed training programs
  - Employee Development Program
  - Entry level and mid-management leadership training
- I Employee Relations
  - Affirmative action and diversity
  - Administer grievance policy
  - Understanding and improving the organizational culture
  - Administer personnel operating procedures and legal compliance

### **Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:**

Human Resources exists in order to help attract, motivate and retain high quality employees dedicated to implementing Council's Vision of Effective Government.

Human Resources' key businesses and activities also directly link to the City's Comprehensive Plan (Vision 2001) in the category of Public Safety and Services, helping to facilitate the delivery of high-quality, effective services. Our emphasis continues to be providing high quality government services.

## HUMAN RESOURCES

### Strategic Goals

#### 1. Employment

Develop methods to attract the best applicants to the employee selection pool, to include working with Communications to evaluate our department site and advertising procedures with attention to utilizing and promoting the City's brand identity. Support affirmative action initiatives within departments to provide opportunities to enhance the diversity of City employment.

#### 2. Compensation and Benefits Program

Be responsive to the market demands to attract the best people to the city within the limits of City resources to include conducting annual market surveys of pay and benefits practices and make recommendations; and address and respond to market competition issues as they arise during the budget year.

#### 3. Employee Development

Provide a responsive training program to meet the immediate and future needs of the City of Roanoke to include continuing to emphasize and grow a career development program designed to increase an employee's readiness to make a career move within city government. Also, develop and administer a mid-management training program aimed at preparing future leaders to take on additional responsibilities.

#### 4. Performance Management

Continue to refine a performance management system that enables departments to manage performance of all employees through employee involvement, coaching skills for supervisors, linking pay to performance, and monitoring performance ratings city wide.

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Percent of training participants reporting that job performance will improve due to training received	91.00%	98.00%	90.00%	95.00%
Percent of referrals reported by the hiring authority as meeting hiring qualifications	85.00%	80.00%	80.00%	95.00%
Percent of grievances resolved before passing from management control	70.00%	62.50%	80.00%	80.00%
Number of working days for Human Resources to reclassify a position *	N/A	N/A	50.00	45.00
Customer satisfaction * a. Quality of service b. Timeliness of service c. Overall satisfaction	N/A	N/A	85%/85%/85%	85%/85%/85%

\* This is a new performance measure for FY06-07 and beyond.

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$664,152	\$648,733	\$775,190	\$786,735	\$842,779
Operating Expenditures	382,485	367,116	342,103	369,932	369,932
Internal Services	76,699	115,432	93,335	90,451	90,451
<b>TOTAL</b>	<b>\$1,123,336</b>	<b>\$1,131,281</b>	<b>\$1,210,628</b>	<b>\$1,247,118</b>	<b>\$1,303,162</b>

<b>POSITION SUMMARY</b>	<b>12.0</b>	<b>12.0</b>	<b>12.0</b>	<b>13.0</b>	<b>13.0</b>
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## MANAGEMENT & BUDGET

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### Department Mission Statement:

The Department of Management and Budget exists to enhance the effectiveness of City government. To address strategic goals while meeting on-going service needs, we will work cooperatively with the staff and community to implement management practices and budget strategies that will effectively allocate available resources.



### Key Businesses and Business Activities:

- † Budget Development  
Prepare annual operating budgets for the general fund, proprietary funds, and multi-year capital projects.
- † Budget Administration  
Administer operating and capital budgets through various monitoring and reporting activities.
- † Support Services  
Assist departments with the effective utilization of resources via coordination of the grantsmanship program, management issue analysis, and general staff support.
- † Planning  
Assist with financial planning, department business planning, citizen survey, and other planning activities that are used to facilitate the allocation of resources.

### Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:

The key businesses and business activities of the Department of Management and Budget directly link to City Council's Vision in the Effective Government focus area, specifically helping to address the strategic issues of participatory government and performance improvement within that focus area. Indirectly, the conduct of our key businesses help to address strategic issues within City Council's three other focus areas of Economic Development, Education, and Quality of Life by helping to allocate resources where needed.

Management and Budget's key businesses and activities also directly link to the City's Comprehensive Plan (Vision 2001) in the category of Public Safety and Services, by helping to facilitate the delivery of high-quality, effective services.

### Strategic Goals

1. Implement a comprehensive performance management system, using a balanced scorecard approach, to track progress toward meeting performance and ensure departmental operating effectiveness and efficiency, while linking to the budget development process.
2. Facilitate budget development activities with a focus on strategic and operational needs identified in City Council's Vision, City Council's Strategic Plan, the Comprehensive Plan, and departmental strategic business plans through the effective allocation of all available resources.
3. Enhance the level of technology employed during the budget development process.
4. Develop and implement a plan to transition to an environment that embraces the concept of Total Quality Improvement to ensure departmental operating effectiveness and efficiency.

## MANAGEMENT & BUDGET

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Receipt of the Government Finance Officers Association Distinguished Budget Presentation award	Yes	Yes	Yes	Yes
Percent of favorable variance between the General Fund revised budget and actual expenditures at year-end	0.78%	1.00%	2.00%	1.00%
Percent of departments participating in the grantsmanship program that will be actively seeking (non-entitlement) grant funds	80.00%	100.00%	90.00%	95.00%
Percent of respondents to the Citizen Survey agreeing to the statement "City government performance is improving in Roanoke"	61.20%	N/A	65.00%	N/A
Percent of favorable satisfaction ratings received from internal customers on budget development, budget administration, support services, and planning services assistance provided	100.00%	100.00%	95.00%	95.00%

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$530,176	\$405,607	\$484,444	\$472,913	\$504,871
Operating Expenditures	50,507	44,161	28,159	29,500	29,500
Internal Services	84,466	80,654	57,111	58,474	58,474
<b>TOTAL</b>	<b>\$665,149</b>	<b>\$530,422</b>	<b>\$569,714</b>	<b>\$560,887</b>	<b>\$592,845</b>

<b>POSITION SUMMARY</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>
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## MANAGEMENT SERVICES

### Department Mission Statement:

The mission of Management Services is to facilitate the efficient daily operation of City government through the provision of centralized, cost effective courier, postage, records management, and printing services for our customers.



### Key Businesses and Business Activities:

- 1. Centralized In-house Services  
Provide centralized in-house courier services in the most cost effective manner possible; and oversee privatized contracts for postage and offset printing services, and back-up courier service.
- 1. Records Management  
Oversee the City's records management program, provide leadership, training and guidance, and act as the City's liaison to the Library of Virginia.

### Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:

The key businesses and activities of the Management Services Department link to City Council's Vision Statement in the focus area of Effective Government (performance improvements). Key businesses and activities link to the City's Comprehensive Plan (Vision 2001) in the Public Safety and Services element areas.

### Strategic Goals

1. Centralized In-house Services  
Provide efficient centralized postage and courier service to requesting City departments and agencies; and reduce the number of complaints received, by 50 percent by the end of the fiscal year.
2. Records Management:
  - Virginia Public Records Act - Oversee and maintain an active records management program as mandated by the Code of Virginia; and achieve 100 percent compliance with rules and regulations issued by the Library of Virginia by providing leadership, training and guidance to all City departments and agencies.
  - Customer Service - Improve responsiveness and service delivery to our internal customers by keeping the tracking system and a centralized database for critical records current.

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Number of complaints received concerning timeliness of courier, postage and printed service delivery	2.00	1.00	0.00	0.00
Percent of City departments and agencies in compliance with State mandated records program guidelines	100.00%	99.98%	100.00%	100.00%



## MANAGEMENT SERVICES

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EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$77,451	\$82,999	\$88,050	\$88,406	\$91,499
Operating Expenditures	8,903	10,568	13,835	13,519	13,519
Internal Services	9,731	9,578	10,936	10,146	10,146
<b>TOTAL</b>	<b>\$96,085</b>	<b>\$103,145</b>	<b>\$112,821</b>	<b>\$112,071</b>	<b>\$115,164</b>

<b>POSITION SUMMARY</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>
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# MUNICIPAL AUDITING

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## **Department Mission Statement:**

Municipal Auditing seeks to enhance the performance and accountability of the City of Roanoke by helping to ensure that our city government is efficient, effective and ethical.



## **Key Businesses and Business Activities:**

- I Conduct financial and performance audits of the City of Roanoke government, Roanoke City Public Schools, and the Greater Roanoke Transit Company.
  - Financial audits include determining whether: (1) financial information is presented in accordance with established or stated criteria, (2) the organization has adhered to specific financial compliance requirements, and (3) the organization's internal control structure over financial reporting and safeguarding assets is suitably designed and implemented to achieve control objectives.
  - Performance audits are objective and systematic evaluations of internal controls that determine: (1) whether the entity is acquiring, protecting, and using its resources (such as personnel, property, and space) economically and efficiently, (2) the extent to which desired results or benefits are being achieved, and (3) whether the entity has complied with significant laws and regulations applicable to a program.
- I Advise and educate managers and employees regarding the recognition of risks and the development of a system of internal controls.
  - Develop, publish, and distribute guides addressing how to develop components of a system of internal controls.
  - Serve on committees and teams in an advisory capacity as requested to provide input on risks and controls.
- I Prevent, identify and mitigate occurrences of fraud, waste and abuse within the City of Roanoke government, Roanoke City Public Schools, and the Greater Roanoke Transit Company.
  - Administer a telephone and website fraud, waste, and abuse hotline through which citizens and employees may anonymously report suspected acts of fraud, waste and abuse within the City government, School System and Transit Company.
  - Investigate all allegations of fraud, waste and abuse.
  - Monitor purchases, payments, and collections on a continuous basis to identify potential illegal or fraudulent acts.
  - Administer a conflict of interest program that ensures employees are aware of acts that constitute fraud and that requires employees to identify potential conflicts of interest on an annual basis.
  - Provide tools to management that help establish a control environment that minimizes the opportunities for fraud.
- I Perform information systems audits of the City of Roanoke government, Roanoke City Public Schools, and Greater Roanoke Transit Company.
  - Develop and execute an annual audit plan addressing security and systems development for all IT operations, applications, and communications systems.
  - Serve on IT project review team evaluating all significant information systems project requests.
  - Serve as advisor to the Information Technology Committee [ITC].

## **Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:**

The Municipal Auditing department's work primarily supports City Council's focus on enhancing governmental service efficiency and effectiveness. The audit function promotes Vision 2001 goals by including criteria related to the comprehensive plan in its evaluation of control systems in departments.

## MUNICIPAL AUDITING

### Strategic Goals

#### 1. Annual Audit Plan

Complete 100% of annual audit plan to ensure mandates and risk-based goals for audit coverage are achieved.

#### 2. Improving the Organization's System of Internal Controls

Provide management with advice and guidance on appropriate control systems through participation on committees, through targeted comments in audits, and through presentations to management.

#### 3. Reduce Occurrences of Fraud, Waste and Abuse

Develop two or more ACL programs that monitor financial transactions for unusual or irregular activity that may have been the result of fraudulent activities.

Competently investigate 100% of allegations received through the fraud hotline in accordance with the Code of Virginia section 15.2-2511.2

#### 4. Information Technology Audits

Dedicate 15% of the department's audit effort toward identifying risks and strengthening controls related to Information Technology.

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Percent of audits performed within budgeted hours	50.00%	55.00%	90.00%	85.00%
Percent of reports considered "insightful" by the majority of Audit Committee members	100.00%	100.00%	100.00%	100.00%
Elapsed time between opening and closing conferences does not exceed 60 days	N/A	44.00%	85.00%	85.00%
Percent of draft reports issued within 8 business days of closing conference	N/A	80.00%	100.00%	100.00%
Number of internal control guides published each year	N/A	0.00	1.00	1.00
Number of internal control presentations made each year	N/A	1.00	1.00	1.00
Determine if allegations of fraud, waste and abuse have sufficient support to open a formal investigation within 2 business days of receiving the allegation	N/A	100.00%	100.00%	100.00%
Percent of available audit hours used toward auditing information technology *	N/A	N/A	N/A	15.00%
Percentage of annual audit plan completed *	N/A	N/A	N/A	100.00%
Percent of time final audit report is completed within 95 days after the opening conference *	N/A	N/A	N/A	85.00%
Number of continuous auditing routines executed during the year *	N/A	N/A	N/A	2.00

\* This is a new performance measure for FY07-08 and beyond.

## MUNICIPAL AUDITING

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EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$376,285	\$379,010	\$387,903	\$431,703	\$455,552
Operating Expenditures	117,003	169,564	132,878	134,761	134,761
Internal Services	40,764	41,639	43,231	43,649	43,649
<b>TOTAL</b>	<b>\$534,052</b>	<b>\$590,213</b>	<b>\$564,012</b>	<b>\$610,113</b>	<b>\$633,962</b>

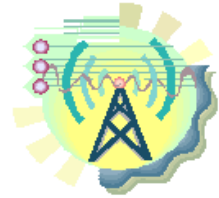
<b>POSITION SUMMARY</b>	<b>7.0</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>
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## OFFICE OF COMMUNICATIONS

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### **Department Mission Statement:**

Educate, Inform, and Inspire. The mission of Roanoke's Office of Communications is to educate, inform, and inspire our community by effectively, efficiently, and creatively communicating municipal news and information.



### **Key Businesses and Business Activities:**

- | Citizen Education  
Publish Roanoke Citizen magazine, the annual municipal wall calendar, the annual report and other products; produce and host the city's cable television programming; develop and maintain the city's Web site and other digital services; work with local media, schools and civic groups; and respond to citizen inquiries.
- | City Manager's Office/Council Support  
Coordinate media relations; draft speeches and correspondence; design and manage public information campaigns; publish informational newsletters; and other duties as assigned.
- | Brand Leadership  
Continue the implementation of the Roanoke brand.
- | Media Relations  
Issue news releases; respond to inquiries; coordinate interviews; develop media strategies; draft editorial commentaries; formulate and manage media relations policy; facilitate media relations training; monitor daily news; and correct misinformation.
- | Departmental Support  
Publish employee newsletters; provide advertising, public relations and design assistance; assist with special projects; and enhance quality of departmental communications.
- | Marketing  
Manage brand strategy; promote city resources, services, and activities; and coordinate advertising and public relations.
- | Planning  
Explore innovative technologies; experiment with new methods of communication; implement strategic planning.

### **Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:**

The key businesses and activities of the Office of Communications link to City Council's Vision Statement in the focus areas of Effective Government (citizen education, City Manager's Office and City Council support, departmental support, media relations, and planning); and Economy (marketing). Our citizen education, marketing and planning key businesses also support City Council's Quality of Life focus area. In addition, they link to all seven elements of the city's Comprehensive Plan (Housing and Neighborhoods, Environmental and Cultural Resources, Economic Development, Public Safety and Services, People and Human Development, Transportation and Infrastructure, and City Design) insofar as we support each through citizen education, departmental support, media relations, and marketing.

### **Strategic Goals**

1. Improve the Quality and Consistency of City Communications
  - Facilitate media relations and training in design and writing for city departments.
  - Monitor graphic standards for the city's brand image on letterhead and signage, and in advertisements and in-house publications.
  - Develop strategies to stimulate public interest in logo merchandise.
  - Cultivate relationships with local vendors to promote and sell logo merchandise.
  - Identify new ways to implement the city's brand image.

## OFFICE OF COMMUNICATIONS

### 2. Expand our Digital Communications Services

- Expand "myRoanoke" subscriber base in the community.
- Develop PowerPoint templates for general presentations on the city.
- Enhance and develop use of the Web site.
- Identify and implement ways to make information easy to access on Web site.

### 3. Expand Services

- Utilize neighborhood newsletters for the dissemination of municipal news.
- Promote the city to local and regional college students.

### 4. Strategic Planning

- Implement a comprehensive strategic communications plan.
- Have all staff attend at least one management/performance training opportunity semi-annually.

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Number of issues of Roanoke Citizen magazine published annually	2.00	2.00	2.00	2.00
Date to publish annual municipal calendar	December 2004	December 2005	December 2006	December 2007
Percent of time Inside Roanoke is produced monthly	100.00%	100.00%	100.00%	100.00%
Percent of time Roanokeva.gov is updated weekly	100.00%	100.00%	100.00%	100.00%
Percent of time Council Update is published weekly	100.00%	100.00%	100.00%	100.00%
Percent of time NewsBytes is published weekly	100.00%	100.00%	100.00%	100.00%
Percent of time Council Highlights are published twice a month	100.00%	100.00%	100.00%	100.00%
Percent of time the Employee Newsletter is published bi-monthly	100.00%	100.00%	100.00%	100.00%
Percent of respondents to the Citizen Survey who visit the city's Web site at least once a month	37.50%	N/A	40.00%	N/A
Percent of respondents to the Citizen Survey who receive City publications and materials in the mail *	N/A	N/A	60.00%	N/A
Percent of respondents to the Citizen Survey who scan the articles in Roanoke Citizen magazine and read the ones that interest them	78.40%	N/A	80.00%	N/A
Percent of respondents to the Citizen Survey who watch the city's Inside Roanoke television show once a month	41.00%	N/A	45.00%	N/A
Percent of time the "Around the Corner" publication is published bi-monthly	100.00%	100.00%	100.00%	100.00%
Percent increase in "MyRoanoke" subscriber base **	N/A	N/A	3.00%	4.00%
Percent increase in new programming by RVTv for the City ***	N/A	N/A	1.00%	2.00%
Date to publish annual report for the City ****	N/A	N/A	October 2006	October 2007
Percent increase in City logo merchandise sold *****	N/A	N/A	N/A	2.00%

\* According to the 2005 Citizen Survey, 58% of citizens reported receiving Roanoke Citizen magazine.

\*\* As of FY 2006-07, 4,409 people had subscribed to the city's MyRoanoke e-mail service; 1,020 of those people subscribed in the 06-07 period. Target for 07-08 is based on these figures.

\*\*\* In FY 2006-07, the E911 Center worked with RVTv to produce a recruitment video. This video is shown on a regular basis on RVTv. Additional programming is scheduled each year as the need arises. In 2006-07, RVTv filmed special events including the US Challenge, Roanoke Valley Bookfest, the Mayor's State of the City Address, and a Weather Service Information Meeting at the Civic Center.

## OFFICE OF COMMUNICATIONS

\*\*\*\* This is a new performance measure for FY06-07 and beyond.

\*\*\*\*\* This is a new performance measure for FY07-08 and beyond.

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$175,948	\$201,852	\$213,841	\$218,278	\$215,342
Operating Expenditures	165,461	403,638	421,888	432,404	432,404
Internal Services	8,625	28,860	21,332	21,622	21,622
<b>TOTAL</b>	<b>\$350,034</b>	<b>\$634,350</b>	<b>\$657,061</b>	<b>\$672,304</b>	<b>\$669,368</b>

<b>POSITION SUMMARY</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>
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## PURCHASING

### Department Mission Statement:

Our mission is to procure all appropriate and necessary equipment, materials, supplies and services as requested by City departments, in a professional and timely fashion and in accordance with all established policies and legal requirements.



### Key Businesses and Business Activities:

- ┆ Procurement  
Analyze the purchasing patterns of City departments and plan procurements to take advantage of annual cycles; maintain a vendor list; distribute specifications to appropriate sources, receive bids and proposals, and award contracts; and monitor contracts.
- ┆ Surplus Properties  
Responsible for pick-up, storage and proper disposition of surplus property.
- ┆ Training  
Train users in the purchasing system
- ┆ City Procurement Cards  
Issue City purchasing cards; maintain and audit card usage; approve credit lines.

### Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:

The key businesses and activities of the Purchasing Division link to City Council's Vision Statement in the focus areas of Effective Government (regional cooperation and performance improvement).

The key businesses and activities of the Purchasing Division link to the City's Comprehensive Plan in the category of Public Safety and Services, by helping to facilitate the delivery of effective services.

### Strategic Goals

1. To implement an automated purchasing system to replace ADVANTAGE.
2. To maximize competition by implementing an E-Procurement system.
3. To reduce non-compliance with VPPA and City Procurement Manual below 5% by training system users.
4. To increase MBE/WBE/SB opportunities by 5%.
5. To analyze past purchase for opportunities for term contracts and schedule current year's major purchases.
6. To obtain NIGP Accreditation.

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Percent of customers from internal customer satisfaction survey who rate the Purchasing Department's quality of service as "good" or "excellent"	70.00%	71.00%	90.00%	90.00%
Protests Filed and Sustained: * a. Number of protests filed - b. Number of protests sustained - c. Percent sustained -	N/A	N/A	0/0/0%	0/0/0%
Percent of customers from internal customer satisfaction survey who rate the Purchasing Department's timeliness of service as "good" or "excellent"	N/A	N/A	75.00%	75.00%
Percent of customers from external customer satisfaction survey who rate the Purchasing Department's quality of service as "good" or "excellent" *	N/A	N/A	75.00%	75.00%



## PURCHASING

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Number of Calendar Days from Requisition to Purchase Order: Informal bids *	N/A	N/A	15.00	10.00
Number of Calendar Days from Requisition to Purchase Order: Existing Contracts *	N/A	N/A	3.00	3.00
Number of Calendar Days from Requisition to Purchase Order: Formal bids * a. Construction - b. Non-construction - c. All formal bids --	N/A	N/A	60/45/45	60/45/45
Percent of Purchasing Conducted w/Purchasing Cards/Credit Cards *	N/A	N/A	35.00%	40.00%
Dollar Amount of Central Purchasing Office Purchases *	N/A	N/A	\$625,000.00	\$700,000.00

\* This is a new performance measure for FY06-07 and beyond.

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$265,930	\$207,250	\$255,703	\$261,645	\$286,129
Operating Expenditures	42,601	46,325	27,209	32,091	32,091
Internal Services	24,779	40,106	47,811	48,301	48,301
<b>TOTAL</b>	<b>\$333,310</b>	<b>\$293,681</b>	<b>\$330,723</b>	<b>\$342,037</b>	<b>\$366,521</b>

<b>POSITION SUMMARY</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>
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# REAL ESTATE VALUATION

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## **Department Mission Statement:**

As a team of dedicated professionals, we strive to provide equitable and accurate assessments on all real estate. We are committed to providing exceptional customer service and comprehensive real estate information. We will accomplish this through a collaborative effort, with continuous learning, and an emphasis on hard work.



## **Key Businesses and Business Activities:**

- | Annual Real Estate Assessments  
Estimate the market value on all real property by utilizing uniform methodology:
  - Conduct field inspections on residential, commercial and industrial real properties
  - Analyze market trends on commercial income and expense documents
  - Conduct hearings/assessment appeals with property owners
  - Update property characteristics, ownership, legal description and transfer (sales) information on all real property
  - Update photos on all real property
  - Maintain updates to the public GIS system
  - Validate and revise information on Proval on real property characteristics
- | Board of Equalization  
Implement real property adjustment decisions to market value
- | Preferential Assessment Programs  
Assist in establishing & administering preferential assessment programs, including the Agricultural Land Use program and the Partial Tax Exemption on certain Rehabilitated Real Property.
- | Customer Service  
Provide responses to inquiries from citizens, attorneys, lending institutions, fee appraisers and real estate agents requesting real estate related service and information. Be a source of information for Economic Development.
- | Quarterly Building Permit Cycle  
Determine the additional increase in market value for supplemental billing.
- | Rezoning, Subdivisions, Easements, and Alley Closing Assessments  
Determine variance by analyzing the market value of the change in activity.
- | Monthly Sales Validation
  - Research and analyze sale/contract transactions
  - Implement research to property characteristics
  - Perform on site inspections

## **Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:**

The key businesses and activities of the Office of Real Estate Valuation link to City Council's Vision Statement in the focus areas of Effective Government (performance improvements); Economy (development opportunities) and Quality of Life (progressive residential housing & commercial real estate); Education (public learning & awareness). Key businesses and activities are also linked to the City's Comprehensive Plan (Vision 2001) in the element areas of Housing and Neighborhoods and Economic Development.

## **Strategic Goals**

1. Sustain Progressive Appraisal Process  
Appraise all property within the City of Roanoke in a fair and equitable manner and at 100% of market value; and achieve an assessment ratio of 95% or higher, placing a significant emphasis to improve commercial sales ratios, and a coefficient of dispersion (COD) of 8% or lower as measured by the Department of Taxation.

## REAL ESTATE VALUATION

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### 2. Ensure System Data Integrity

Compile and maintain the most comprehensive and accurate data base on real property and provide customers with 24-hour convenience through a combination of on-site and internet access to information on assessed values, ownership, legal descriptions, property characteristics, and sales data. Develop a process to keep photos systematically updated and current citywide on ProVal/GIS.

### 3. Develop Effective Organizational Structure

Implement a dynamic organizational structure that will position the Office of Real Estate Valuation to effectively conduct its key business activities and address departmental strategic issues. Commercial and residential appraisers will become active participants in attending local business association functions, neighborhood group assemblies, and other community meetings. Be a leader in promoting City landmarks and neighborhoods.

### 4. Enhance Technology Advancement

Improve the level of technology employed within the department to achieve departmental strategic goals, enhance customer service, and improve operating efficiency. Implement Pictometry on the GIS system. Research and identify appropriate hardware mechanisms that would advance field work. Seek solution to updating the Building Permit system. Determine means for ProVal to interface directly with the Building Permit system and allow full real time integration with GIS to control parcel inventory and view GIS information.

### 5. Develop and Increase ProVal Capabilities for Maximum Utilization

Implement ProVal to the maximum potential in all levels of assessment procedures including neighborhood modeling, costing, income, and sales comparison approaches.

Develop system process documentation, create improved job aide and financial reporting, enhance employee system training, and update system integration with GIS. Focus will be on cost tables, depreciation tables, land models, neighborhood models, income, and condo models.

Enhance ProVal reporting to:

- Allow for dynamic changes that occur within the real estate market
- Provide a comprehensive annual performance report to management and council
- Allow staff to independently generate reports from ProVal
- Enable other city departments to achieve process improvements

Integrate ProVal with third party systems to facilitate the flow of information to and from the ProVal system to:

- Allow staff to locate and identify unique property data quickly, view related documents, gather useful statistics, and perform spacial calculations on all types of data in order to adjust values and draw value conclusions.
- Integration of ProVal with Pictometry to increase productivity, reduce time consuming site visits, and provide staff with orthogonal and oblique images so that properties can be viewed from a 360 degree perspective.

### 6. Increase Communications with Surrounding Localities & Internal Associate Departments

Work closely with Roanoke County & Salem localities by setting up a geographically shared sales database. Network with surrounding Proval system users to determine best practices. Establish boundary values & sales of commercial properties, unique properties, and a shared database.

## REAL ESTATE VALUATION

Establish improved communications with other associate departments (such as Housing & Neighborhood Services, Engineering, & Economic Development). Serve in a consulting role and identify key personnel within the department to be a resource for corresponding departments. Focus on communicating & staying informed of internal and external departmental changes that would affect processes. Create visibility with neighborhood groups and be proactive in community involvement.

7. Seize Opportunities to Hire College Real Estate Professionals and Enhance Current Employee Development

Continue to provide educational opportunities and allow more networking opportunities. Conduct and attend training seminars to enhance employee knowledge and development.

Seek opportunities to interact with VCU & Virginia Tech students, who are real estate majors, towards gainful employment. Encourage educational opportunities offered to assist current staff in personal educational development to benefit the department.

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Sales Ratio / Coefficient of Dispersion	85% / 9%	88% / 9%	94% / 10%	94% / 10%
Number of Property & Building Permit Appraisals / Number per FTE Appraiser	5,152 / 644	4,343 / 543	4,030 / 503	4,000 / 444
Number of Property Inspections Conducted / Number Per FTE Appraiser *	14,664/1,833	20,856/2,607	9,600/1,200	22,500/2,500
Property Assessment Appeals as a Percentage of Total Property Appraisals	0.93%	0.94%	1.00%	1.00%
Real Estate Web Visits	493,040.00	576,172.00	350,000.00	600,000.00
Rehab & Enterprise Zone Applications and Closures	N/A	N/A	70.00	120.00
Number of Breakdown Adjustments	N/A	N/A	200.00	200.00
Total Condemnation Letters Received and Processed	N/A	N/A	200.00	200.00
Volume of Residential/Commercial Sales Processed / Number Per FTE/Appraiser *	4,895 / 623	5,050/632	4,266 / 474	4,500/500
Total Commercial IER (Income and Expense Reports) Processed	N/A	N/A	900.00	1,000.00
Total Number of Subdivisions and Easements **	N/A	N/A	300.00	N/A

\* 8 Appraisers included in FY05-06 Sales & Inspections Processed per FTE; Target Budget for FY07-08 Includes utilization of 9 Appraisers

\*\* This performance measure is only applicable for FY06-07.

## REAL ESTATE VALUATION

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$720,109	\$734,702	\$854,970	\$869,473	\$902,020
Operating Expenditures	49,619	45,890	51,536	47,354	47,354
Internal Services	81,936	104,665	110,699	115,361	115,361
Capital Outlay/Depreciation	0	0	0	0	0
<b>TOTAL</b>	<b>\$851,664</b>	<b>\$885,257</b>	<b>\$1,017,205</b>	<b>\$1,032,188</b>	<b>\$1,064,735</b>
<b>POSITION SUMMARY</b>	<b>13.0</b>	<b>13.0</b>	<b>13.0</b>	<b>13.0</b>	<b>13.0</b>

# Health and Welfare

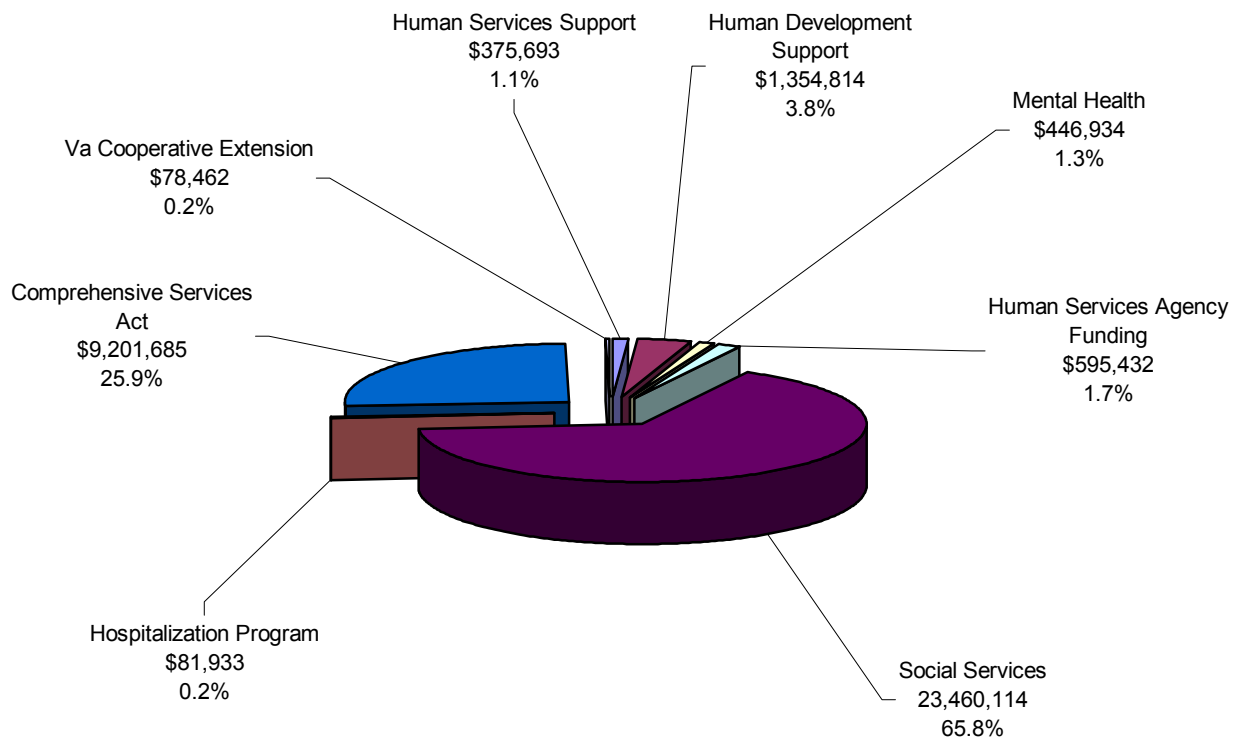
## SECTION SUMMARY - HEALTH AND WELFARE

HEALTH AND WELFARE	PAGE	ADOPTED BUDGET 2006-07	ADOPTED BUDGET 2007-08	DOLLAR INCREASE (DECREASE)	PERCENTAGE INCREASE (DECREASE)	LOCAL FUNDS *
COMPREHENSIVE SERVICES ACT	3	9,133,828	9,201,685	67,857	0.74%	2,888,685
HOSPITALIZATION PROGRAM	5	81,933	81,933	0	0.00%	81,933
HUMAN DEVELOPMENT SUPPORT						
HUMAN DEVELOPMENT SUPPORT	6	1,363,326	1,354,814	( 8,512)	-0.62%	1,354,814
MENTAL HEALTH	6	434,481	446,934	12,453	2.86%	446,934
VA COOPERATIVE EXTENSION	6	60,740	78,462	17,722	29.17%	78,462
HUMAN SERVICES AGENCY FUNDING	7	578,841	595,432	16,591	2.86%	595,432
HUMAN SERVICES SUPPORT	8	338,197	375,693	37,496	11.08%	375,693
SOCIAL SERVICES	10	22,434,300	23,460,114	1,025,814	4.57%	2,969,114
<b>TOTAL - HEALTH AND WELFARE</b>		<b>34,425,646</b>	<b>35,595,067</b>	<b>1,169,421</b>	<b>3.39%</b>	<b>8,791,067</b>

\*Local funds only - Reimbursements received for operational expenses from State and Federal governments have been excluded.

## SECTION SUMMARY - HEALTH AND WELFARE

### Section Summary - Health and Welfare \$35,595,067





# COMPREHENSIVE SERVICES ACT

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## **Department Mission Statement:**

The CSA program will implement a collaborative system of high quality and cost effective services for high risk children and their families that is child centered, family focused, and community based.



## **Key Businesses and Business Activities:**

- 1. Building Life Skills, Strong Families, and Quality Living Environments  
Provision of residential and outreach services as ordered by local courts. Assessment, case management of, and payment of residential and treatment services for at-risk youth.
- 1. Individual and Community Health  
Assessment, case management of, and payment for mental health services.

## **Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:**

The key businesses and activities of the Comprehensive Services Act link to City Council's Vision Statement in the focus area of Quality of Life (At-risk Services and Case Management). They link to the Comprehensive Plan (Vision 2001) in the areas of People and Human Development.

## **Strategic Goals**

1. Individualized Services  
Provide, in the least restrictive environment, effective and individualized services for emotionally and behaviorally disturbed children and for their families, thus reducing the number of children in out-of-home placements.
2. Cost Containment  
Implement cost containment practices.
3. Organizational Structure  
Enhance the effectiveness of our organizational structure.
4. Computer Technology  
Maximize utilization of our available computer technology.

## COMPREHENSIVE SERVICES ACT

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Percent decrease in residential placement cost (in the aggregate) *	N/A	N/A	5.00%	5.00%
Number of children diverted from CSA funded residential services to community based services *	N/A	N/A	5.00	5.00
Percent increase in the number of children receiving community based services *	N/A	N/A	5.00%	5.00%

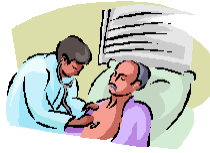
\* This is a new performance measure for FY06-07.

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$53,545	\$58,924	\$55,682	\$109,200	\$112,511
Operating Expenditures	10,380,799	10,210,968	9,078,146	9,087,148	9,089,174
<b>TOTAL</b>	<b>\$10,434,344</b>	<b>\$10,269,892</b>	<b>\$9,133,828</b>	<b>\$9,196,348</b>	<b>\$9,201,685</b>

<b>POSITION SUMMARY</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>2.0</b>	<b>2.0</b>
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## HOSPITALIZATION PROGRAM

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Funding under the Hospitalization Program is provided to ensure that all eligible and medically indigent families and individuals receive necessary hospital care and treatment under Title 63.1, Chapter 7 of the Health Laws of Virginia.

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Operating Expenditures	\$81,161	\$80,936	\$81,933	\$81,933	\$81,933
<b>TOTAL</b>	<b>\$81,161</b>	<b>\$80,936</b>	<b>\$81,933</b>	<b>\$81,933</b>	<b>\$81,933</b>

<b>POSITION SUMMARY</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
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## HUMAN DEVELOPMENT SUPPORT

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This category of expenditures includes Roanoke City support for the Health Department, Mental Health Services, and the Virginia Cooperative Extension Service. The allocations recommended in this category are matched by Federal, State, and other third party funding sources.

A detailed schedule of agencies funded by the City through the Human Services Advisory Board will be made available upon request to the Director of Human/Social Services, 1510 Williamson Road, NE, Roanoke, VA 24012

### **Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:**

The key business and activities of Health link to focus area of Quality of Life.

### **Strategic Goals**

1. Health Department  
Provide health, dental and environmental health services to City residents.
2. Mental Health  
Provide Mental Health, Mental Retardation and Substance Abuse programs directly operated by Blue Ridge Behavioral Healthcare and provide programmatic and financial monitoring for subcontractors; monitor medical records, management information systems, cost accounting program evaluation, and quality assurance.
3. Virginia Cooperative Extension Service  
Provide City residents with knowledge and skills to improve their quality of life through educational experiences.

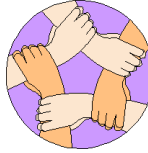
EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
HEALTH DEPARTMENT	\$1,178,901	\$1,237,924	\$1,363,326	\$1,354,814	\$1,354,814
MENTAL HEALTH	425,969	434,481	434,481	446,934	446,934
VA COOPERATIVE EXTENSION	49,823	36,767	60,740	78,462	78,462
<b>TOTAL</b>	<b>\$1,654,693</b>	<b>\$1,709,172</b>	<b>\$1,858,547</b>	<b>\$1,880,210</b>	<b>\$1,880,210</b>

<b>POSITION SUMMARY</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
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\*Total Action Against Poverty is funded under Human Services Support.

## HUMAN SERVICES AGENCY FUNDING

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The Human Services Advisory Board provided funding to assist qualifying human service agencies in providing citizens with services which promote individual and family achievement in order to effect a high level of personal independence, mental and physical health and economic self-sufficiency.

A detailed schedule of agencies funded by the City through the Human Services Advisory Board will be made available upon request to the Director of Human/Social Services, 1510 Williamson Road, NE, Roanoke, VA 24012

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Operating Expenditures	\$550,962	\$566,982	\$578,841	\$595,432	\$595,432
<b>TOTAL</b>	<b>\$550,962</b>	<b>\$566,982</b>	<b>\$578,841</b>	<b>\$595,432</b>	<b>\$595,432</b>
<b>POSITION SUMMARY</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

## HUMAN SERVICES SUPPORT

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### **Department Mission Statement:**

Assist the citizens of our Community to achieve and maintain a realistic and attainable level of self-sufficiency within a safe, healthy environment. We will accomplish this by using our strengths and resources in a caring, professional manner, while providing a network of protection, support and temporary financial assistance.



### **Key Businesses and Business Activities:**

- † Education and Employment  
Assistance with obtaining and maintaining employment.
- † Building Life Skills, Strong Families and Quality Living Environment  
Provision of intervention of case management, and shelter services for the homeless (youth, adults and families), including rent assistance and transportation. Oversight of distribution of government funds to local homeless programs.

### **Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:**

The key businesses and activities of the Human Services Support Division link to City Council's Vision Statement in the focus areas of Effective Government (serve as liaison to governmental services providing support and technical assistance to City departments and valley agencies), Education (continue to develop partnerships with Radford University School of Nursing, Virginia Western Community College and the College of Health Sciences to offer hands-on learning experiences to students entering the human services field; work closely with elementary and vocational schools to provide student mentors and learning opportunities) and Quality of Life (coordination of supportive services provided to homeless individuals and families by Roanoke's human service agencies, shelters, medical facilities, and religious congregations.)

Key business and activities link to the Comprehensive Plan (Vision 2001) element areas through Housing and Neighborhoods (provide deposit and rental assistance to homeless persons to improve housing opportunities and end homelessness; advocate for suitable housing for low income clients), Economic Development (case managers make employment referrals and provide transportation assistance to individuals seeking employment), and People and Human Development (provide outreach, assessment and supportive services to the homeless to assist participants in their transition to self-sufficiency).

### **Strategic Goals**

1. Maximize utilization of available computer technology.
2. Maintain an effective organizational structure.
3. Maximize use of alternative funding.
4. Increase Valley-wide collaborative efforts to maximize utilization of program and financial resources.
5. Increase our capacity to effectively serve our customers.
6. Maintain a well educated and trained staff of professionals.

## HUMAN SERVICES SUPPORT

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Percent of Emergency Shelter Grant (ESG), Disability Services Board (DSB), and other applications for funding for which Human Services Support provided technical assistance	100.00%	100.00%	100.00%	100.00%
Percent of identified gaps in the Continuum of Care application process that are addressed	100.00%	100.00%	100.00%	100.00%
Percent of homeless persons assisted who ultimately obtain full or part-time employment and no longer need supportive services	60.00%	80.00%	80.00%	80.00%
Percent of time the Shelter Plus Care program is fully participated in, according to HUD guidelines	40.00%	75.00%	100.00%	100.00%
Percent of qualified homeless individuals and families placed in the available slots in the regional housing units *	N/A	N/A	100.00%	100.00%
The number of new regional housing initiatives developed annually *	N/A	N/A	1.00	2.00

\* This is a new performance measure for FY06-07 and beyond.

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$81,461	\$81,582	\$84,474	\$84,719	\$86,872
Operating Expenditures	28,934	210,695	215,325	249,901	249,901
Internal Services	20,443	32,467	38,398	38,920	38,920
<b>TOTAL</b>	<b>\$130,838</b>	<b>\$324,744</b>	<b>\$338,197</b>	<b>\$373,540</b>	<b>\$375,693</b>

<b>POSITION SUMMARY</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>
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## SOCIAL SERVICES

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### **Department Mission Statement:**

The mission of the Division of Social Services is to assist the citizens of our Community achieve and maintain a realistic and attainable level of self-sufficiency within a safe, healthy environment. We will accomplish this by using our strengths and resources in a caring, professional manner, while providing a network of protection, support and temporary financial assistance.



### **Key Businesses and Business Activities:**

- 1. Protection (Child Protective Services, Adult Protective Services, Foster Care Services, Adoption Services)  
Receive and investigate reports of possible abuse/neglect. Receive and investigate custody and visitation cases. Completion of screenings, assessments for aged and infirm persons. Documentation of investigative activities, findings, and services to be provided. Attend court hearings, present findings and recommendations. Recruitment, training, and monitoring of Foster Care Homes. Recruitment, screening of adoptive parents - home visits. Ongoing case management and follow-up with clients. Participate on service coordination committees with other social service providers. Data entry of client information into state computer systems; submission of all required reports and data to the State.
- 1. Support Services (Employment, Educational Achievement, Family Stabilization)  
Client assessments to determine eligibility for services. Enrollment of clients in programs, development of client service plans. Ongoing case management of clients to ensure compliance with program requirements; enforcement of sanctions when required. Payment of benefits. Coordination of all needed support services. Provision of prevention and ongoing services to at-risk families. Provision of parenting classes. Receive and investigate custody and visitation cases. Attend court hearings, present findings and recommendations. Complete screenings assessments for aged and infirmed persons. Data entry of client information into state computers systems; submission of all required reports and data to the State.
- 1. Temporary Financial Assistance  
(Food Stamps, TANF, Medicaid, General Relief, AFDC-FC, Diversionary Assistance, State and Local Hospitalization Program, Auxiliary Grant Program, Emergency Assistance, Energy Assistance and Refugee Resettlement).  
Client assessments to determine eligibility for services; often requires documentation from other State agencies or programs. Enrollment of clients in programs. Ongoing monitoring of clients' continued eligibility, written notice of termination of benefits. Payment of benefits. Investigation and prosecution of cases of fraud. Coordination of services with other social service providers. Data entry of client information into State Computer systems; submission of all required reports and data to the state.

### **Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:**

The key businesses and activities of Social Services link to City Council's Vision Statement in the focus areas of Economy and Education (employment services, day care, TANF, food stamps and Medicaid) and Quality of Life (Child and Adult Protective Services, Foster Care, Adoption, and Family Stabilization). Specific visions in the Comprehensive Plan (Vision 2001) which are addressed by Social Services include Housing and Neighborhoods, Economic Development, and Public Safety and Services.

### **Strategic Goals**

1. Maximize utilization of available computer technology.
2. Increase valley-wide collaborative efforts to maximize utilization of programs and financial resources.
3. Increase our capacity to effectively serve our customers.
4. Maintain a well educated and trained staff of professionals.
5. Maintain an effective organizational structure.
6. Maximize use of alternative funding.



## SOCIAL SERVICES

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Percent of food stamp eligibility determinations made within 30 days in accordance with Federal regulations	98.00%	98.30%	98.00%	97.00%
Percent of child abuse/neglect investigations completed within 45 days of referral	66.00%	60.00%	85.00%	85.00%
Percent of eligible Virginia Initiative for Employment not Welfare (VIEW) participants involved in training or work related activities	89.00%	63.00%	80.00%	80.00%
Percent of children in foster care who have had no more than two placement settings within 12 months of removal from home	93.00%	91.00%	87.00%	87.00%
Average monthly percentage of all VIEW clients who participated in full-time or part-time employment	68.00%	59.90%	65.00%	65.00%
Percent of children who do not have a recurrence of maltreatment (victim in a "founded" CPS investigation) within 12 months of a previous episode of maltreatment	96.00%	93.00%	94.00%	93.00%
Percent of adult protective services investigations completed within 45 days of referral *	N/A	N/A	95.00%	95.00%

\* This is a new performance measure for FY06-07 and beyond.

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$8,629,256	\$9,289,805	\$10,282,721	\$10,411,907	\$10,715,505
Operating Expenditures	10,400,020	11,052,025	11,872,110	12,451,520	12,453,414
Internal Services	309,498	341,263	279,469	291,195	291,195
Capital Outlay/Depreciation	0	0	0	0	0
<b>TOTAL</b>	<b>\$19,338,774</b>	<b>\$20,683,093</b>	<b>\$22,434,300</b>	<b>\$23,154,622</b>	<b>\$23,460,114</b>

<b>POSITION SUMMARY</b>	<b>211.0</b>	<b>216.0</b>	<b>218.0</b>	<b>218.5</b>	<b>218.5</b>
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## NOTES

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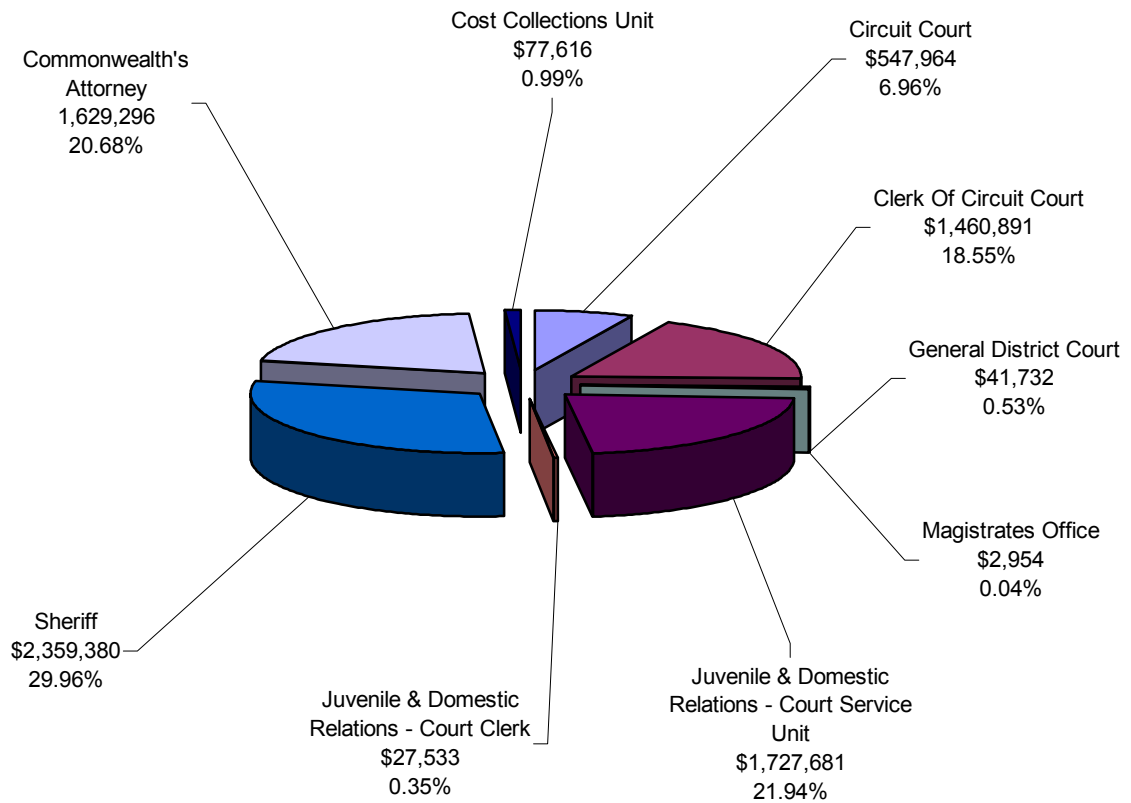
# Judicial Administration

## SECTION SUMMARY - JUDICIAL ADMINISTRATION

JUDICIAL ADMINISTRATION	PAGE	ADOPTED BUDGET 2006-07	ADOPTED BUDGET 2007-08	DOLLAR INCREASE (DECREASE)	PERCENTAGE INCREASE (DECREASE)	LOCAL FUNDS *
CIRCUIT COURT	3	540,514	547,964	7,450	1.37%	547,964
CLERK OF CIRCUIT COURT	6	1,404,716	1,460,891	56,175	3.99%	1,460,891
COMMONWEALTH'S ATTORNEY	10	1,538,969	1,629,296	90,327	5.86%	655,296
COST COLLECTIONS UNIT	11	76,165	77,616	1,451	1.90%	77,616
GENERAL DISTRICT COURT	12	41,306	41,732	426	1.03%	41,732
JUVENILE & DOMESTIC RELATIONS - Court Clerk	14	28,558	27,533	( 1,025)	-3.58%	27,533
JUVENILE & DOMESTIC RELATIONS - Court Service Unit	16	1,513,248	1,727,681	214,433	14.17%	1,710,681
MAGISTRATES OFFICE	19	3,014	2,954	( 60)	-1.99%	2,954
SHERIFF	20	2,298,470	2,359,380	60,910	2.65%	828,360
<b>TOTAL - JUDICIAL ADMINISTRATION</b>		<b>7,444,960</b>	<b>7,875,047</b>	<b>430,087</b>	<b>5.77%</b>	<b>5,353,027</b>

\*Local funds only - Reimbursements received for operational expenses from State and Federal governments have been excluded.

**Section Summary - Judicial Administration**  
**\$7,875,047**



## CIRCUIT COURT

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### **Department Mission Statement:**

The Circuit Court of the City of Roanoke is the City's court of general jurisdiction. In common with the other courts of the Commonwealth, its primary mission is to provide an independent, accessible, responsive forum for the just resolution of disputes in order to preserve the rule of law and to protect all rights and liberties guaranteed by the federal and state Constitutions.



### **Key Businesses and Business Activities:**

- | Conduct civil and criminal trials and hearings, including all jury trials.
- | Hear civil actions, including (for example) claims for monetary damages, disputes concerning real property, adoptions, and divorces. The circuit and juvenile courts have concurrent jurisdiction over cases concerning child custody, visitation and support and spousal support; entry of a circuit court order divests the juvenile court of jurisdiction.
- | Conduct new trials in civil cases appealed from the general district and juvenile and domestic relations district court.
- | Hear all felony cases and all misdemeanor cases arising by indictment, presentment, or information, impose sentence in cases in which the defendant is convicted, and determine all probation revocation motions.
- | Convene all regular and special grand juries. Summon all grand jurors and trial jurors, assure that all methods of selecting jurors are fair and constitutional and comply with the law's requirements; be responsible for juror care and maintenance during jury service.
- | Conduct new trials and, in case of conviction or adjudication of guilt, impose sentence, in all misdemeanor cases appealed from the general district and juvenile and domestic relations district court, and in all delinquency proceedings appealed from the juvenile and domestic relations district court.
- | Hear all condemnation cases.
- | Issue writs of mandamus, prohibition and certiorari.
- Grant or deny all requests for injunctions.
- Issue all writs of election and determine election contests, cases involving the right to levy and collect fees, tolls or taxes, or the validity of ordinances or corporate bylaws.
- Hear and decide a variety of administrative agency appeals.
- Appoint various public officials.
- Administer and operate the Twenty-third Judicial Circuit Drug Court Program, in cooperation with appropriate state and local officials.
- Hear cases arising under the federal law in which state courts have concurrent jurisdiction with federal courts, such as, cases arising under the Federal Employers Liability Act (FELA), 45 U.S.C. §§51, et seq.
- Control the use, occupancy, and maintenance of the courthouse, and determine whether to commence proceedings for repair or replacement of the courthouse. Together with the sheriff, assure courthouse security and adopt rules for courthouse use and maintenance.
- Hear all controversies concerning probate, decedents' estates, trusts, and guardianships; appoint and control fiduciaries, including guardians, conservators, trustees, and administrators. Protect the rights of persons under legal disabilities.
- The judges of this court also are judges of the circuit courts of Roanoke County and the City of Salem, and carry out similar functions in those jurisdictions. The three courts comprise the 23rd Judicial Circuit of Virginia. With the cooperation and assistance of the sheriffs, circuit court clerks, and commonwealth's attorneys of all three jurisdictions,

## CIRCUIT COURT

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criminal cases arising in two or more jurisdictions in the Roanoke Valley frequently are determined by one judge of the circuit, sitting in one courthouse, at one time -- rather than multiple judges in multiple courthouses. When civil cases brought in multiple jurisdictions in this circuit can be more efficiently handled by a single judge, one judge takes responsibility for all cases in all jurisdictions. In matters involving the administration of justice and of public safety, the judges of the circuit court regularly must work across jurisdictional lines with the elected governing bodies and appointed executive officials of Roanoke City and County, the City of Salem, and the Town of Vinton.

- Preside in ceremonial events, e.g., administering oaths to newly elected and appointed officials.
- In accordance with the applicable statutes, grant or deny applications for name changes and for permission to carry concealed handguns.
- Carry out any other necessary or proper judicial functions in the City of Roanoke, unless by statute another court has been given exclusive jurisdiction.

### **Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:**

Because the judicial function is a core activity of government, the key businesses and activities of the Circuit Court necessarily link to all of the areas of City Council's Vision Statement: Effective Government (both in the areas of regional cooperation - especially public service and restructuring local government and community service organizations to deliver common services on a regional basis - and performance improvement); Economy (directly or indirectly, in the areas of business growth, downtown development, and tourism and marketing); Education (through cooperative endeavors with the school system in areas of community involvement, quality teaching and student performance, and through orders in juvenile and family law cases); and Quality of Life (especially in areas of appreciation for diversity, culture, delivery of social services, national environment protection, and neighborhood improvements).

Key businesses and activities are also linked to the City's Comprehensive Plan (Vision 2001), most directly in the area of Public Safety and Services, and also in the areas of Economic Development (a court system that is, and is seen to be, fair, accessible, and efficient being essential to new businesses locating in the City; condemnation proceedings sometimes accompanying community economic development projects), People and Human Development (cooperative programs with school system, sentencing alternatives, domestic relations, adoption, and mediation programs); Transportation and Infrastructure (condemnation and other litigation; traffic enforcement proceedings), and Environmental and Cultural Resources (active involvement in regional community service programs and assignment of offenders to work in these programs).

### **Strategic Goals**

1. Provide a forum, personnel and facilities for fair and efficient administration of justice.
2. Provide courteous, sensitive, and effective services to the public, taking special note of the needs and concerns of jurors and witnesses and of victims of crimes, in accordance with Article I, §8A of the Constitution of Virginia and cooperate with the bar to assure that lawyers can effectively and efficiently present their clients' claims and search public records.
3. Continue to foster regional cooperation in court cases and community services, working with elected and appointed officials of all Roanoke Valley governments.
4. Stay abreast of technological advancements, promptly incorporating into the operation of court and courthouse new or modified technology that will enhance service to citizens of the City, and all other persons who come before the court.
5. Provide adequate in-service training of personnel, including continuing education for judges, maintain up-to-date print and on-line legal libraries; participate actively in providing continuing education to members of the bar and to judges.
6. In cooperation with the Sheriff and Clerk, do everything feasible to assure that the courthouse and the Clerk's office are run securely, safely, efficiently, honestly, and fairly.
7. Continue to assure that litigants and their lawyers are, in all appropriate cases, fully informed about alternative modes of dispute resolution.

## CIRCUIT COURT

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Number of civil and criminal cases commenced *	4,725.00	4,736.00	4,800.00	5.00
Number of civil and criminal cases concluded *	4,972.00	4,888.00	4,950.00	5,025.00

\* A previous report mistakenly used circuit-wide statistics, instead of City of Roanoke statistics. That mistake is corrected in this chart. It is, of course, impossible to measure justice, or to evaluate the performance of a court based on counting cases commenced and concluded.

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$407,677	\$414,332	\$480,782	\$467,621	\$478,322
Operating Expenditures	64,166	67,387	57,076	67,024	67,024
Internal Services	2,704	2,720	2,656	2,618	2,618
Capital Outlay/Depreciation	0	0	0	0	0
<b>TOTAL</b>	<b>\$474,547</b>	<b>\$484,439</b>	<b>\$540,514</b>	<b>\$537,263</b>	<b>\$547,964</b>

<b>POSITION SUMMARY</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>
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# CLERK OF CIRCUIT COURT

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## **Department Mission Statement:**

To provide all services required by law as stated in the Codes of Virginia and the City of Roanoke, the Rules of the Supreme Court of Virginia and the Virginia Court of Appeals and procedures of the Circuit Court of the City of Roanoke. To introduce innovative and creative ideas while continuing to upgrade the office and its services, which will help productivity, the staff and the public. To provide prompt, courteous service and efficiently and impartially deal with situations in a cooperative and appropriate manner.



## **Key Businesses and Business Activities:**

- l Land and Property Records  
To provide records, scanning and security microfilming of legal instruments and other related instruments pertaining to land and property and to process financing statements.
- l Civil Cases  
To receive and reinstate civil cases, miscellaneous petitions and to file, docket and index.
- l Judgments  
To receive, process, docket and scan judgments; issue abstracts and executions and make appropriate releases.
- l Wills, Estates and Fiduciaries  
To review, process and probate wills and fiduciary accounts.
- l Scan - Microfilm and Copying  
To provide security microfilm and scanned legal documents and instruments.
- l Licenses, Registrations, Business Records and Elections  
To provide the process and means to issue marriage license, notary certificates, concealed weapon permits; process and record information related to fictitious names.
- l Criminal Cases  
To receive and reinstate criminal, traffic cases and miscellaneous petitions and docket and index same and record and transcribe criminal proceedings.
- l Accounting and Financial Propriety  
To provide and maintain accurate records of all fines, fees, costs and taxes collected, utilizing the Supreme Court of Virginia Financial and Case Management Computer Systems.
- Administration - To ensure supervision of deputy clerks; maintain personnel records, prepare payroll reports, State and local budgets-resource allocation plans; respond to surveys and requests from various State agencies and commissions and to attend workshops and seminars required for the continued education of employees.

## **Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:**

Activities of the Roanoke City Circuit Court are linked to City Council's Vision Statement by providing the platform of record keeping necessary to enable all aspects of the City Council's Vision to be achieved. The preservation of important documents such as deeds, marriage licenses, military discharge papers, wills and assumed names for businesses provide snapshots of the activities that have taken place in our community and allows future generations to appreciate the past.

Roanoke City Circuit Court is often selected by the Supreme Court of Virginia to help develop and customize projects that will eventually be implemented to other circuit courts statewide. By staying on top of these pilot programs, Roanoke City Circuit Court is assured of a shining future in matters of technology and is able to provide some of the most advanced services of any clerk's office in the Commonwealth. The Roanoke City Circuit Court also receives and files papers for civil and criminal proceedings and acts as a neutral party in all endeavors, which helps to ensure that matters can be decided on an impartial basis, which is vital to any modern society.

## CLERK OF CIRCUIT COURT

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Activities of the Roanoke City Circuit Court are also directly linked to the City's Comprehensive Plan (Vision 2000) in the category of Public Safety and Services, helping to facilitate the delivery of high-quality, effective services to the citizens.

### Strategic Goals

1. Land and Property Records

Record, scan and microfilm legal instruments and other related instruments related to land and property; collect and record appropriate recordation fees and taxes; maintain index and process land and property records according to applicable statutes; prepare reports for State and local agencies; respond to requests from the public which pertain to land and property records and receive and process financing statements and maintain index and file for same.

2. Civil Cases

Receive and reinstate civil cases and miscellaneous petitions and file, docket and index same; process subpoena duces tecum and summons on interrogatories proceedings; prepare reports for appropriate State agencies; process cases for appeal to higher courts; collect and record appropriate fees and costs; respond to requests from public regarding civil cases; process and record pages of clerk and civil court orders in appropriate order books.

3. Judgments

Receive, process, docket and scan judgments; issue abstracts and executions and make appropriate releases; issue and process garnishments; maintain, index and file all judgments and garnishments; collect and record appropriate fees; maintain judgment lien books of records; and respond to requests from public regarding judgments and garnishments.

4. Wills, Estates and Fiduciaries

Review, process and probate wills and fiduciary accounts; prepare and record list of heirs; appoint executors, trustees, fiduciaries, administrators and guardians; index and maintain file for same; prepare court orders as required; set and record bonds; maintain will books; administer oaths of office; record accounting from commissioner of accounts; collect and record appropriate fees; prepare reports for appropriate State agencies; and respond to requests from the public regarding wills, estate and fiduciaries.

5. Scan - Microfilm and Copying

Microfilm/scan various legal documents and instruments; reproduce, certify pages of court orders, court decrees, court dockets, wills, deeds, marriage licenses, reports and all other office legal documents.

6. Licenses, Registrations, Business Records and Elections

Process and issue marriage licenses, notary certificates, concealed weapon permits; process and record information related to fictitious names; collect and record appropriate fees; prepare reports for appropriate State agencies; receive and file required election documents; store election ballots and results; and respond to requests from the public regarding State licenses, registrations, business records and elections.

7. Criminal Cases

Receive and reinstate criminal, traffic cases and miscellaneous petitions and docket and index same; transcribe criminal proceedings; type and process criminal court orders; prepare required reports for appropriate State agencies; process cases for appeal to higher courts; collect appropriate fines, costs and fees; respond to requests from the public regarding criminal cases; prepare and/or issue summons, subpoenas, capias, notices and warrants; process cases for drug court; provide daily personnel coverage in courtrooms for each of the four/five sitting Judges and record all criminal cases; transcribe records as required.

## CLERK OF CIRCUIT COURT

### 8. Accounting and Financial Propriety

Maintain accurate records of all fines, fees, costs and taxes collected, utilizing the Supreme Court of Virginia, Financial and Case Management Computer Systems; perform required duties related to the Set-Off Debt Collection Act; administer and maintain individual accounts totaling several million in funds held in trust by the Court and Clerk's office including investment of funds and reporting of earnings to the Internal Revenue Service; and prepare reports on various financial transactions for State, local and Federal agencies.

### 9. Administration

Provide supervision of deputy clerks; maintain personnel records, prepare payroll reports, State and local budgets-resource allocation plans; respond to surveys and request of various State agencies and commissions; prepare other required reports for appropriate State and local agencies; and to attend the annual Virginia Court Clerk's Association Convention, Local Government Official's Conference and other workshops and seminars provided by the Supreme Court of Virginia, etc. required for the continued education of employees.

### 10. Technology

To continue to purchase, upgrade and maintain the highest standard of computers, scanners and network systems as offered and available through the Supreme Court of Virginia. Thus, assuring the top quality of services available to other City offices, residents of the Roanoke Valley and State of Virginia. To continue to assist the State with pilot projects that allow advance knowledge, insight and first hand information and availability on new programs.

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Percent of marriage licenses, notary certificates prepared and issued while customers wait	100.00%	100.00%	100.00%	100.00%
Percent of accounting and financial propriety accounts (totaling 1.5 million dollars) administered, maintained, collected and disbursed daily	100.00%	100.00%	100.00%	100.00%
Percent of trust accounts (in excess of 2 million dollars) held as ordered by the Court and administered within ordered guidelines	100.00%	100.00%	100.00%	100.00%
Percent of land and property records and other related instruments recorded and returned or filed within 8 hours	N/A	99.00%	99.00%	99.00%
Percent of civil cases, financial statements, court and clerk orders processed and received within 24 hours	N/A	100.00%	100.00%	100.00%
Percent of judgments and releases received, processed and docketed within 8 hours	N/A	98.00%	98.00%	98.00%
Percent of wills and fiduciaries probated and processed within 2 days of receipt	N/A	100.00%	100.00%	100.00%
Percent of pages scanned, microfilmed, and/or photocopied as required by Code within 2 days	N/A	98.00%	98.00%	98.00%
Percent of criminal cases received, reinstated, and processed within 8 hours	N/A	98.00%	98.00%	98.00%

## CLERK OF CIRCUIT COURT

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$1,008,518	\$1,070,901	\$1,231,629	\$1,262,698	\$1,297,806
Operating Expenditures	156,688	161,515	150,107	140,076	140,076
Internal Services	19,020	21,250	22,980	23,009	23,009
Capital Outlay/Depreciation	0	0	0	0	0
<b>TOTAL</b>	<b>\$1,184,226</b>	<b>\$1,253,666</b>	<b>\$1,404,716</b>	<b>\$1,425,783</b>	<b>\$1,460,891</b>

<b>POSITION SUMMARY</b>	<b>23.0</b>	<b>23.0</b>	<b>25.0</b>	<b>25.0</b>	<b>25.0</b>
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# COMMONWEALTH'S ATTORNEY

## Department Mission Statement:

The role of the Commonwealth's Attorney Office for the City of Roanoke is the prosecution of all felony cases occurring in the City of Roanoke as well as the prosecution of all misdemeanor and traffic violations subject to state and/or local funding. The office also performs numerous statutory functions to include extraditions, mental commitment appeals, bond forfeitures, interdictions, and asset forfeitures as examples. Additionally, this office houses the Regional Drug Prosecutor, an in-house Cost Collection unit, and an attorney dedicated to City Code Enforcement. The office also houses a Victim/Witness Program comprised of three people who assist in witness management and the collection of restitution in all criminal cases.



## Key Businesses and Business Activities:

- The primary function of the office is the preparation and presentation of evidence in criminal trials, to include all felonies and, subject to available resources, misdemeanor offenses. This responsibility extends to preparation of appeal briefs and revocation hearings as appropriate. Other specific statutory functions are performed on a case-by-case basis.

## Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:

The key businesses and activities of the Office of the Commonwealth's Attorney link to City Council's Vision Statement in the focus area of Quality of Life. The office provides professional, standardized, responsive, and community-oriented services to the public in order to enhance the quality of life for the citizens and visitors to the City. They also link to the City's Comprehensive Plan (Vision 2001) in the element area of Public Safety and Services. The perception of a professionally managed prosecutor's office is a key component of a healthy and viable public safety system.

## Strategic Goals

- To prosecute all felony cases which occur in the City of Roanoke.
- To execute all statutory responsibilities which arise during the course of daily business.
- To prosecute as many misdemeanor and traffic cases which occur in the City of Roanoke as staffing resources will allow.
- To provide representation on a daily basis to the Circuit Court, the General District Court, and the Juvenile and Domestic Relations Court for the City of Roanoke as resources allow.

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Percent of felony cases prosecuted	100.00%	100.00%	100.00%	100.00%
Percent of misdemeanor cases prosecuted	60.00%	75.00%	70.00%	75.00%
Percent of traffic infractions prosecuted	40.00%	50.00%	50.00%	60.00%

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$1,072,163	\$1,122,436	\$1,334,683	\$1,372,176	\$1,424,209
Operating Expenditures	33,904	40,934	35,079	30,120	33,779
Internal Services	116,688	162,372	169,207	171,308	171,308
Capital Outlay/Depreciation	0	0	0	0	0
<b>TOTAL</b>	<b>\$1,222,755</b>	<b>\$1,325,742</b>	<b>\$1,538,969</b>	<b>\$1,573,604</b>	<b>\$1,629,296</b>

<b>POSITION SUMMARY</b>	<b>16.0</b>	<b>15.0</b>	<b>16.0</b>	<b>16.0</b>	<b>16.0</b>
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## COST COLLECTIONS UNIT

### Department Mission Statement:

The role of the Commonwealth's Attorney Office for the City of Roanoke is the prosecution of all felony cases occurring in the City of Roanoke as well as the prosecution of all misdemeanor and traffic violations subject to available resources. The office also performs numerous statutory functions to include extraditions, mental commitment appeals, bond forfeitures, interdictions, and asset forfeitures as examples. Additionally, this office houses the Regional Drug Prosecutor, and an in-house Cost Collection unit. Further, the office provides advice and training to the Roanoke City Police Department upon request. The office also houses a Victim/Witness Program comprised of three people who assist in witness management and the collection of restitution in all criminal cases.



### Key Businesses and Business Activities:

- Collection of delinquent State and Local costs and fines owed to the City of Roanoke court system.

### Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:

The key business and activities of the Cost Collections Unit link to City Council's Vision in the element area of Effective Government (performance improvements). They link to the City's Comprehensive Plan (Vision 2001) in the category of Public Safety and Services, helping to facilitate the delivery of high-quality, effective services.

### Strategic Goals

#### 1. Cost Collections

Collect costs and fines owed to the City of Roanoke court system to cover the operation of the program and realize an amount of revenue for the City that would be equal to or greater than the amount of revenue the City would have had if the program had not existed; continue to provide equipment and/or services to the courts in order to enhance the staff in receipting fines and costs.

#### 2. Program Expansion

Continue to explore the possibility of a joint court collection unit with the 23rd Judicial District and Circuit Court systems.

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Dollar value of General District Court judgment collection fees	\$178,381.00	\$163,379.00	\$120,000.00	\$120,000.00
Dollar value of Circuit Court judgment collection fees	\$64,402.00	\$63,436.00	\$40,000.00	\$40,000.00
Dollar value of Juvenile & Domestic Relations District Court judgment collection fees	\$10,460.00	\$10,275.00	\$7,000.00	\$7,000.00

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$45,141	\$48,173	\$53,488	\$53,924	\$55,787
Operating Expenditures	19,668	21,210	22,234	20,992	21,393
Internal Services	451	452	443	436	436
<b>TOTAL</b>	<b>\$65,260</b>	<b>\$69,835</b>	<b>\$76,165</b>	<b>\$75,352</b>	<b>\$77,616</b>

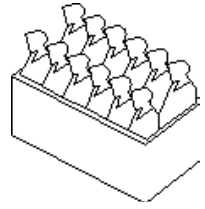
<b>POSITION SUMMARY</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>
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# GENERAL DISTRICT COURT

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## **Department Mission Statement:**

To efficiently and impartially enforce the criminal, traffic and civil laws of the Commonwealth of Virginia and the City of Roanoke. To ensure the individual rights, personal & property safety of all citizens and by doing so - promote the general enhancement of the quality of life for all citizens in the valley.



## **Key Businesses and Business Activities:**

- 1. Trial Process  
Conduct hearings on criminal, traffic, and civil cases in an efficient timely manner. To provide a safe, confidential, compassionate venue for conducting mental competency proceedings.
- 1. Revenue Enhancement and Collection  
A key tool utilized in the enforcement of laws by all judicial systems includes the assessment and collection of fines and costs on criminal and traffic convictions. Various costs and fees are assessed on all cases (including civil-small claims court filings) to defray operational costs of not only the court, but many other court-related agencies.
- 1. Dispensation and Transmittal of Court Findings and Procedural Information  
The court provides access and information including filing instructions, procedures and hearing results to all participants and citizens under the terms of the Freedom of Information Act. Users include the public, credit bureaus, employers, employment agencies, private detectives, military recruiters, etc. In addition, state and federal laws require the court to transmit case dispositional information to numerous law enforcement and court related agencies including the jail, the correctional system, Sheriff's offices, FBI, State and local police, DMV, State Department of Taxation, Commonwealth Attorney offices, the Supreme Court of Virginia, Federal and State Probation and Parole, Social Services, attorneys, etc.
- 1. Records Indexing, Retention and Access  
By state law, the court must index, retain, store, and provide ready access to all case record files (approximately 1 million) for a period of ten years.

## **Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:**

The key businesses and activities of the General District Court link to the City Council's Vision Statement in the focus areas of Effective Government (performance improvement) and Quality of Life (neighborhood improvements). While a clear and obvious link is easily established to the City's Vision Plan in terms of Public Safety and Services, none of the other goals - including Housing & Neighborhoods (vibrant/safe places for work and play of all citizens), Environmental/Cultural Resources (zoning laws to protect lands and neighborhoods), Economic Development (ensuring safe venues for working, conducting business and accessing entertainment), Transportation & Infrastructure (ensuring safe facilities and byways), etc. -- could be attained without a successful partnership and coalition between law enforcement, city administration, and the justice system (courts).

## **Strategic Goals**

1. Administration  
Process criminal, traffic, and civil cases within the time guidelines established by the Supreme Court and within the terms of federal, state and local laws.
2. Public/Customer Service  
Minimize the number of court appearances/hearings for each case and the time it takes to move a case through the court; to provide same day service for public inquires and in-person records requests and 5-day FOI standard response times on mail, requests, etc. To expand customer information sources via handouts, phone message trees, websites, etc. within the guidelines established by the Supreme Court of Virginia.

## GENERAL DISTRICT COURT

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Dollar value of fines, interest, and other fees to be collected *	\$1,061,845.12	\$1,055,943.43	\$1,103,950.00	\$1.00
Number of criminal cases processed-projected	11,682.00	12,795.00	12,392.00	13,818.00
Number of traffic cases processed-projected	22,197.00	25,682.00	25,370.00	27,736.00
Number of civil cases processed-projected	32,428.00	33,037.00	35,007.00	33,698.00
Total number of cases (all case types) projected	66,307.00	71,514.00	72,769.00	75,252.00
Number hearings to be conducted (all case types)	100,474.00	109,349.00	109,069.00	115,000.00

\* Numerous legislative fee increases in past 3-4 years (most in 2003-04 & late 06) along with fluctuations in caseloads due economy, police staff levels, etc has revenue & caseload projections difficult. Analysis of last 2-3 yrs and comparison of revenues of last 6 mos of '05 vs. '06 indicate caseload up 5% & revenues trending up potentially as much as 10+%.

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Operating Expenditures	\$36,502	\$29,163	\$33,506	\$33,932	\$33,932
Internal Services	4,474	7,419	7,800	7,800	7,800
<b>TOTAL</b>	<b>\$40,976</b>	<b>\$36,582</b>	<b>\$41,306</b>	<b>\$41,732</b>	<b>\$41,732</b>

<b>POSITION SUMMARY</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
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## JUVENILE & DOMESTIC RELATIONS - Court Clerk

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### **Department Mission Statement:**

To provide an independent forum for the resolution of disputes in order to safeguard the rule of law while providing the best services to children and families, who come before the Roanoke City Juvenile and Domestic Relations District Court as we protect and respect the rights and liberties guaranteed by the Code of Virginia, United States and Virginia Constitutions.



### **Key Businesses and Business Activities:**

- 1. Process and Adjudicate Juvenile and Domestic Court Cases (Civil, Criminal, and Foster Care)  
Process and adjudicate more than 32,000 civil and criminal cases annually, and process and maintain more than 388 foster care cases.
- 1. Maintain Court Documents and Provide Reporting Data  
We maintain original case papers and documents within statutory guidelines established by the Code of Virginia. We maintain the confidentiality of court records and proceedings of appropriate cases before the court as determined by statutory regulation and judicial determinations. We report electronically statistical case dispositional data to the Virginia State Police and the Division of Motor Vehicles. We report through an electronic interface protective order data to the Virginia State Police. The Clerks Office processes custody and visitation petitions, motions to be heard in our court and criminal charges against family members.

### **Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:**

The key businesses and activities of the Roanoke City Juvenile and Domestic Relations District Court link to City Council's Vision Statement in the focus areas of Effective Government (performance improvement) and Quality of Life (neighborhood improvements). They also link to the City's Comprehensive Plan (Vision 2001) in the element area of Public Safety and Services, as the Court assists in the deliverance of effective services to maintain and enhance the city's safety by introducing and maintaining standardized services that are responsive, fair and community oriented, while maintaining the confidentiality of court records.

The Roanoke City Juvenile and Domestic Relations District Court works with the Court Services Unit, Department of Social Services, Total Action Against Poverty, Law Enforcement, Conflict Resolution Center, the Division of Child Support Enforcement and the Department of Juvenile Justice in an effort to reduce behaviors and change attitudes that are non-productive to the foundation of a community.

### **Strategic Goals**

1. Reduce the time delay between initial filing of petitions and motions and case disposition.
2. Increase use of mediation services for custody and visitation cases, thereby reducing the number of docketed cases for adjudication.
3. Increase awareness of the Juvenile District Court System by enhancing public service.

## JUVENILE & DOMESTIC RELATIONS - Court Clerk

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Increase mediation of pending custody and or visitation cases set for adjudication.	2.50%	6.00%	6.00%	8.00%
Public presentations on the role of the Juvenile & Domestic Relations Clerk's Office.	4.00	4.00	4.00	4.00

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Operating Expenditures	\$23,558	\$50,093	\$28,558	\$27,533	\$27,533
Internal Services	0	11,405	0	0	0
Capital Outlay/Depreciation	0	0	0	0	0
<b>TOTAL</b>	<b>\$23,558</b>	<b>\$61,498</b>	<b>\$28,558</b>	<b>\$27,533</b>	<b>\$27,533</b>

<b>POSITION SUMMARY</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
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## JUVENILE & DOMESTIC RELATIONS - Court Service Unit

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### **Department Mission Statement:**

The mission of the Department of Juvenile Justice is to protect the public through a balanced approach of comprehensive services that prevent and reduce juvenile delinquency through partnerships with families, schools, communities, law enforcement and other agencies, while providing the opportunity for delinquent youth to develop into responsible and productive citizens.



The 23-A Court Service Unit will accomplish the mission of the Department of Juvenile Justice by:

- Providing services to juveniles and families in a professional and ethical manner;
- Maintaining a safe and supportive work environment; and
- Treating youth, families, and co-workers with personal and professional respect.

### **Key Businesses and Business Activities:**

- 1 The supervision of juvenile offenders based on the needs of each of those individuals. Each of the types of supervision is different based on the individual needs. They include the following categories:
  - Probation - Community-based supervision for adjudicated juvenile offenders designed to provide for the public safety, accountability of the offenders, and to connect the offender and his/her family with appropriate community level services to meet identified needs.
  - Parole - Supervision and services to youth and families during a period of commitment to a Juvenile Correctional Center and community-based supervision upon their return.
  - Community Service Work Projects - Supervision and services to adjudicated youth required to perform work assignments by the Court.
- 1 The provision of services to youth and families that are designed to identify the existence of risk factors and provide counseling. These can be broken down into 2 major categories.
  - Family Counseling Assessments and Services - Family focused interventions and services designed to assess and identify the existence of risk issues with youth and families before the Court to provide guidance, direction and referral services to assist them in linkages to appropriate family counseling and services.
  - Substance Abuse Assessments and Counseling - Services designed to identify the existence of substance related risk factors with youth and families and to provide follow-up counseling and services.

### **Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:**

The key businesses and activities of the Juvenile Court Service Unit link to City Council's Vision Statement in the focus areas of Neighborhood Improvements (public safety), Delivery of Social Services (needs of at-risk youth), Quality of Life (public safety), Student Performance (drop-out, recovery, and prevention), Workforce Preparation and Training (employability development), and Regional Cooperation (development of cooperative programs).

The link to the City's Comprehensive Plan (Vision 2001) is in the category of Public Safety and Services, and People and Human Development.

## JUVENILE & DOMESTIC RELATIONS - Court Service Unit

### Strategic Goals

1. Intake

Receive and efficiently process 5000 intake complaints and inquiries. All cases will be screened according to the requirements of the Code of Virginia and the Department of Juvenile Justice. Thirty-five percent of all delinquent complaints will be diverted to alternative programs.

2. Background Investigations

Prepare comprehensive pre-sentence investigations and transfer reports in all cases as ordered by the Juvenile and Domestic Relations Court and/or the Circuit Court to meet all of the requirements of the Department of Juvenile Justice.

3. Probation/Parole Supervision

Supervise, counsel, and provide case management services on an ongoing basis. Meet or exceed contact requirements established by the Department of Juvenile Justice by implementation of risk-based supervision.

4. Family Counseling Assessments

Provide clinical assessment and services to families as ordered by the Juvenile and Domestic Relations Court to ensure appropriate intervention and support to 100 families.

5. Substance Abuse Assessments and Counseling

Provide substance abuse screenings and assessments to youth as ordered by the Juvenile and Domestic Relations Court. Provide education, counseling, case management, relapse prevention, and urine screenings for youth identified as needing specific services.

6. Community Service Work Projects

Provide supervision of CSW projects ordered by the Courts. Develop a system of graduated service opportunities within the CSW program. Maintain improved turn-around time on project completions.

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Percent of delinquent complaints diverted to alternative programs	24.00%	25.00%	25.00%	30.00%
Percent of reports filed as ordered	100.00%	100.00%	100.00%	100.00%
Percent of Probation/Parole cases meeting or exceeding supervision contact requirements	100.00%	100.00%	100.00%	100.00%
Percent of Family Counseling Assessments in compliance with requirements	100.00%	100.00%	100.00%	100.00%
Percent of Substance Abuse cases in compliance with requirements	100.00%	100.00%	100.00%	100.00%
Percent of cases receiving risk-managed supervision	100.00%	100.00%	100.00%	100.00%
Percent of Community Service Work cases with improved turn-around time between receipt of court order and project completion	22.00%	64.00%	50.00%	70.00%

## JUVENILE & DOMESTIC RELATIONS - Court Service Unit

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EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$16,794	\$22,365	\$28,664	\$62,266	\$62,266
Operating Expenditures	1,330,607	1,520,486	1,468,251	1,648,967	1,648,967
Internal Services	0	288	16,333	16,448	16,448
<b>TOTAL</b>	<b>\$1,347,401</b>	<b>\$1,543,139</b>	<b>\$1,513,248</b>	<b>\$1,727,681</b>	<b>\$1,727,681</b>
<b>POSITION SUMMARY</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

## MAGISTRATES OFFICE

### Department Mission Statement:

Our mission is to provide an independent, unbiased review of complaints brought to the office by Police Officers, Sheriffs, Deputies and Citizens. Provide courteous and continuous assistance round-the-clock to all citizens and agencies.

### Key Businesses and Business Activities:

- Magistrates have no power to take any action unless authority has been expressly conferred by statute. Our key business is to determine and issue legal and civil orders for the public, local, state, and federal law enforcement agencies, and local and state agencies. This would include issuing the following: arrest warrants, search warrants, warrants and subpoenas, civil processes, emergency custody orders, temporary mental detention orders, medical emergency temporary detention orders, emergency protective orders, and out of service orders. The magistrates must also admit to bail or commit to jail, administer oaths and take acknowledgements, act as conservator of the peace, and accept prepayment for traffic and certain minor misdemeanor offenses. In addition, magistrates may assist the public by providing general information on the judicial system processes and procedures.

### Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:

The key business and activities of the Magistrates Office link to the City Council's Vision Statement in the focus area of Effective Government (Performance Improvement: Enhance efforts to improve governmental service efficiency and effectiveness). They also link to the City's Comprehensive Plan (Vision 2001) in the element area of Public Safety and Services.

### Strategic Goals

- To utilize full-time magistrates who work on a shift basis to maintain an open office twenty-four hours a day, 365 days a year to provide round-the-clock assistance to the public and local, state and federal law enforcement agencies.
- To respond to complaints made by victims/witnesses and law enforcement officers in a timely, courteous and professional manner.

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Number of criminal and civil probable causes hearings	18,350.00	18,500.00	19,000.00	19,000.00
Number of bail hearings conducted	13,550.00	13,600.00	14,000.00	14,000.00
Number of processes issued	24,000.00	24,500.00	30,000.00	30,000.00

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Operating Expenditures	\$2,940	\$3,452	\$3,014	\$2,954	\$2,954
<b>TOTAL</b>	<b>\$2,940</b>	<b>\$3,452</b>	<b>\$3,014</b>	<b>\$2,954</b>	<b>\$2,954</b>

<b>POSITION SUMMARY</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
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## **Department Mission Statement:**

As a diverse, professional law enforcement agency, we will serve and protect every person within the City of Roanoke through quality court, correctional, law enforcement and customer-focused services.



## **Key Businesses and Business Activities:**

- 1. Court Services  
Prevent loss of life, bodily injury, and intimidation of persons within the courtrooms and courthouse by providing professional, customer-focused law enforcement services.
- 1. Service of Judicial Orders/Process  
Obtain proper and legal execution on all court orders, civil process, warrants, criminal and civil subpoenas, and other judicial documents in a timely fashion.
- 1. Law Enforcement  
Protect the life, property and rights of individuals within the City of Roanoke by objectively and fairly enforcing the laws of the City of Roanoke, the Commonwealth of Virginia, and the Constitution of the United States of America and arresting criminal violators who commit crimes in our presence.
- 1. Education of Youth  
Provide educational and awareness opportunities to the youth and other community members through the DARE program in partnership with the Roanoke City Police Department.

## **Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:**

The key businesses and activities of the Sheriff's Office link to City Council's Vision Statement in the focus areas of Effective Government (performance improvements), Education (community involvement) and Quality of Life (neighborhood improvements).

Key business and activities are also linked to the City's Comprehensive Plan (Vision 2001) in the element area of Public Safety and Services.

## **Strategic Goals**

1. Courthouse/Courtroom Security  
Increase courthouse/courtroom security by implementing both physical plant renovations and screen approximately 400,000 individuals, who enter the courthouse/courtrooms, to prevent the introduction of weapons and explosives into the courthouse.
2. Courtroom Security  
Provide a minimum of one deputy sheriff in approximately 12 courtrooms every day during all court hearings in order to ensure the security of the courtroom and to enforce all judgments imposed and orders issued by the judges.
3. Service of Judicial Orders/Process  
Obtain a minimum of a 96% success rate of service on approximately 90,000 criminal warrants/court orders and civil process papers issued by the General District, Juvenile and Domestic, and Circuit Courts serving the City of Roanoke.
4. Law Enforcement  
Issue summons or arrest all persons when there is probable cause to believe the person has committed a violation of the Code of Virginia or local ordinances within the Courthouse or in the presence of a deputy sheriff.
5. Education of Youth  
Improve student performance in school by providing law enforcement services, drug awareness instruction, and individual counseling sessions to students and parents in the City's elementary schools.

## SHERIFF

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Number of incidents of weapons introduced into the courthouse	0.00	0.00	0.00	0.00
Percent of the courtrooms manned by a minimum of one deputy sheriff while court is in progress	100.00%	100.00%	100.00%	100.00%
Percent of civil process, criminal subpoenas, etc. served prior to the court date	98.00%	97.90%	96.00%	96.00%
Percent of individuals arrested/summoned for criminal violations within the courthouse or in the presence of a deputy sheriff	100.00%	100.00%	100.00%	100.00%
Number of students who participated in drug awareness classes conducted by deputy sheriffs	6,302.00	9,500.00	6,400.00	7,000.00
Number of students/parents counseled by deputy sheriffs	1,041.00	919.00	1,000.00	1,000.00

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$1,924,963	\$2,011,107	\$2,180,613	\$2,183,415	\$2,250,027
Operating Expenditures	58,847	70,025	73,856	78,149	78,149
Internal Services	33,973	41,321	44,001	31,204	31,204
<b>TOTAL</b>	<b>\$2,017,783</b>	<b>\$2,122,453</b>	<b>\$2,298,470</b>	<b>\$2,292,768</b>	<b>\$2,359,380</b>

<b>POSITION SUMMARY</b>	<b>33.0</b>	<b>33.0</b>	<b>32.0</b>	<b>32.0</b>	<b>32.0</b>
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## NOTES

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# Non-Departmental

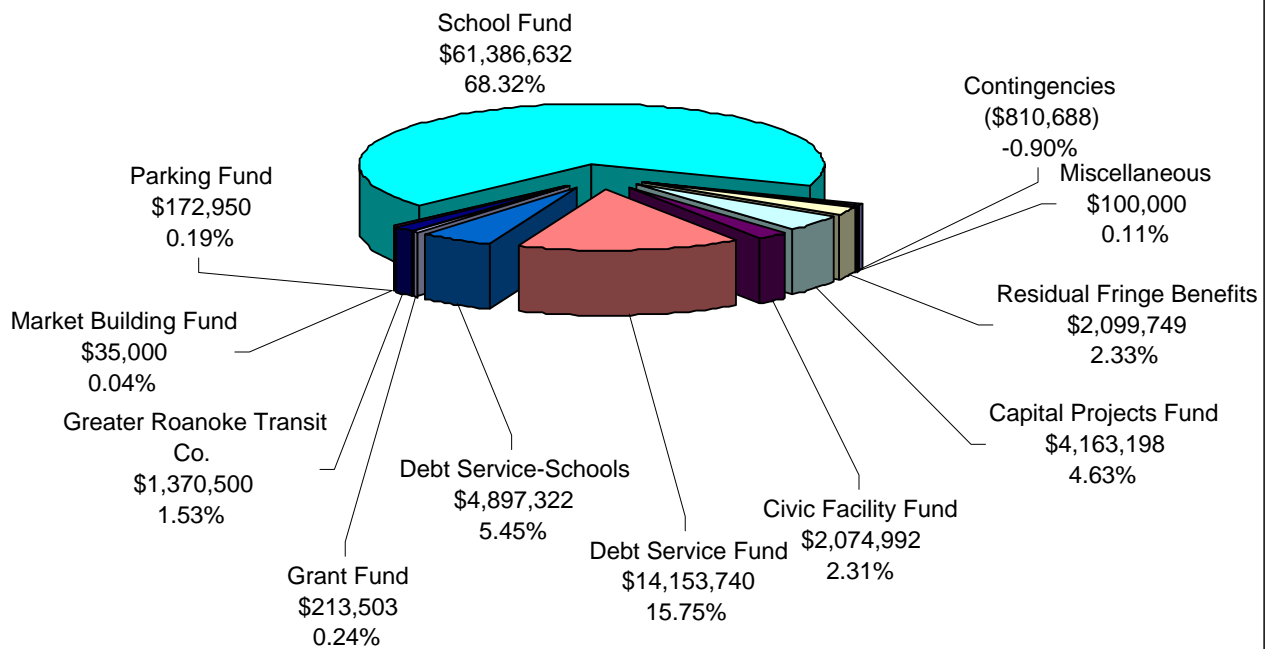
## SECTION SUMMARY - NON-DEPARTMENTAL

NON-DEPARTMENTAL	PAGE	ADOPTED BUDGET 2006-07	ADOPTED BUDGET 2007-08	DOLLAR INCREASE (DECREASE)	PERCENTAGE INCREASE (DECREASE)	LOCAL FUNDS *
Contingencies	3	(\$1,303,274)	(\$810,688)	\$492,586	-37.80%	(\$810,688)
Miscellaneous	4	100,000	100,000	0	0.00%	100,000
Residual Fringe Benefits	5	1,653,616	2,099,749	446,133	26.98%	2,099,749
Transfers to Other Funds:						
Capital Projects Fund	7	2,829,891	4,163,198	1,333,307	47.12%	4,163,198
Civic Facility Fund	7	2,074,992	2,074,992	0	0.00%	2,074,992
Debt Service Fund	7	15,024,118	14,153,740	(870,378)	-5.79%	14,153,740
Debt Service - Schools	7	4,218,454	4,897,322	678,868	16.09%	4,897,322
Grant Fund	7	157,327	213,503	56,176	35.71%	213,503
Greater Roanoke Transit Co.	7	1,372,855	1,370,500	(2,355)	-0.17%	1,370,500
Market Building Fund	7	35,000	35,000	0	0.00%	35,000
Parking Fund	7	30,450	172,950	142,500	467.98%	172,950
School Fund	7	57,755,298	61,386,632	3,631,334	6.29%	61,386,632
<b>TOTAL - NON-DEPARTMENTAL</b>		<b>\$83,948,727</b>	<b>\$89,856,898</b>	<b>\$5,908,171</b>	<b>7.04%</b>	<b>\$89,856,898</b>

\* Local funds only - Reimbursements received for operational expenses from State and Federal governments have been excluded.

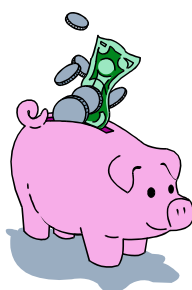
## NON-DEPARTMENTAL

### NON-DEPARTMENTAL \$89,856,898



## CONTINGENCIES

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The Contingency Accounts are used to account for the various funding reserves not readily classified into a major expense category. Major expenditure items contained in this category are:

- Contingency - Funds held in reserve for emergency situations occurring during the fiscal year that may require supplemental appropriations.
- Employee Compensation – Funds for employee pay raise.
- Mini-Grant/Donation Contingency – Funds for special purpose mini-grants and donations that are received.
- Personnel Lapse - Funds to be deducted from departmental personnel service accounts as lapse develops due to employee turnover.

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
CONTINGENCY	0	0	857,354	907,354	\$907,354
PAY RAISE CONTINGENCY	0	0	354,562	3,424,151	\$704,684
MINI-GRANT/DONATION CONTINGENCY	0	0	81,000	114,000	\$114,000
MOTOR FUEL CONTINGENCY	0	0	0	0	\$0
PERSONNEL LAPSE	0	0	(2,596,190)	(2,596,190)	(\$2,620,026)
PERFORMANCE AGREEMENT	0	0	0	83,300	\$83,300
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$1,303,274)</b>	<b>\$1,932,615</b>	<b>(\$810,688)</b>

## MISCELLANEOUS

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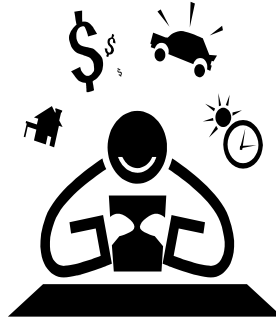


The Miscellaneous Accounts are used to collectively account for the various charges not readily classified into a major expense category. Major expenditure items contained in this category are refunds of overpayment by citizens for local taxes, licenses and fees.

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
MISCELLANEOUS REFUNDS	\$125,801	\$10,823	\$100,000	\$100,000	\$100,000
<b>TOTAL</b>	<b>\$125,801</b>	<b>\$10,823</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>

## RESIDUAL FRINGE BENEFITS

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Residual Fringe Benefits provide for the costs of certain employee benefits provided to City employees (payroll accrual, Worker's Compensation, unemployment, termination leave, etc.) that are not accounted for separately in program budgets.

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
RESIDUAL FRINGE BENEFITS	\$0	\$0	\$1,653,616	\$2,099,749	\$2,099,749
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,653,616</b>	<b>\$2,099,749</b>	<b>\$2,099,749</b>

## TRANSFERS TO OTHER FUNDS

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The Transfers to Other Funds Accounts are used to collectively account for the various transfers to other funds not readily classified into a major expense category. Major expenditure items contained in this category:

- Capital Projects Fund - Funds designated for the following projects:

Bridge Maintenance Projects	500,000
Police Academy	45,000
Stormwater Management	49,820
Transportation	310,000
Repayment Roanoke River for Fire/EMS	430,895
Home Investment Partnership Program Match	75,000
Parks & Recreation Master Plan	2,752,483

- Civic Facilities Fund - Provides additional revenue to offset operating expenses.
- Debt Service Fund - Provides for principal and interest payments on general and school debt.
- Fleet Management Fund - Provides funding for capital lease liability.
- Grant Fund - Provides support for the following projects:

Regional Drug Prosecutor	\$27,900
Victim/Witness Grant	29,386
VJCCCA	121,799
HAT	34,418
- Greater Roanoke Transit Company - Provides additional revenue to offset operating expenses.
- Parking Fund – Transfer for parking spaces at the Gainsboro Parking Garage for 8 Jefferson Place.
- School Fund - Provides local share of School Fund revenues.



## TRANSFERS TO OTHER FUNDS

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
CAPITAL PROJECTS FUND	\$5,296,390	\$3,964,724	\$2,829,891	4,163,198	\$4,163,198
CIVIC FACILITIES FUND	1,279,634	1,606,693	2,074,992	2,074,992	\$2,074,992
DEBT SERVICE FUND	12,968,905	14,080,777	15,024,118	14,153,740	\$14,153,740
DEBT SERVICE - SCHOOL	2,540,178	3,782,009	4,218,454	4,897,322	\$4,897,322
FLEET MANAGEMENT FUND	719,777	0	0	0	\$0
GRANT FUND	227,101	171,975	157,327	201,558	\$213,503
GREATER ROANOKE TRANSIT CO.	1,062,000	1,142,373	1,372,855	1,370,500	\$1,370,500
MARKET BUILDING FUND	252,933	77,700	35,000	35,000	\$35,000
PARKING FUND	31,780	31,220	30,450	172,950	\$172,950
RISK MANAGEMENT FUND	250,000	370,857	0	0	\$0
SCHOOL FUND	51,889,926	54,352,299	57,755,298	61,386,632	\$61,386,632
SCHOOL FUND - CAPITAL	0	0	0	0	\$0
SCHOOL FUND - CMERP	786,353	1,384,061	0	0	\$0
TECHNOLOGY FUND	1,092,680	827,753	0	0	\$0
VICTORY STADIUM	249,564	251,681	0	0	\$0
<b>TOTAL</b>	<b>\$78,647,221</b>	<b>\$82,044,122</b>	<b>\$83,498,385</b>	<b>\$88,942,196</b>	<b>\$88,467,837</b>

NOTES

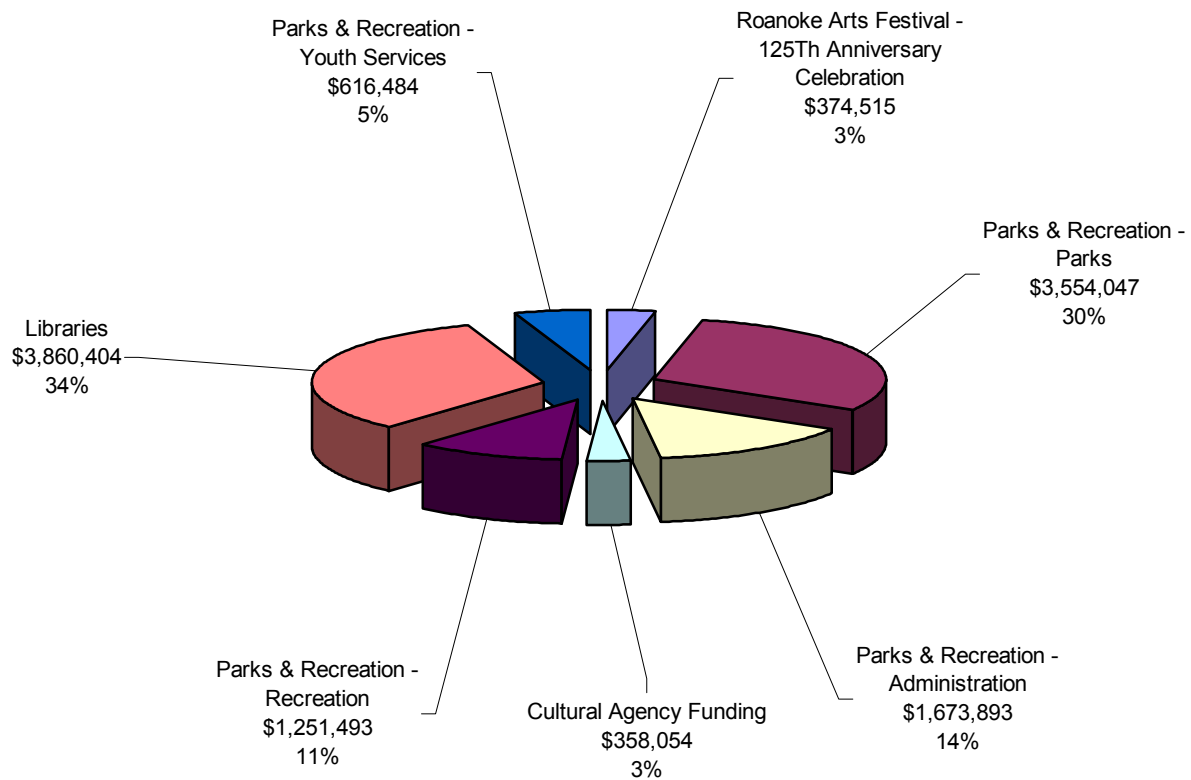
# Parks, Recreation and Cultural

## SECTION SUMMARY - PARKS, RECREATION AND CULTURAL

PARKS, RECREATION AND CULTURAL	PAGE	ADOPTED BUDGET 2006-07	ADOPTED BUDGET 2007-08	DOLLAR INCREASE (DECREASE)	PERCENTAGE INCREASE (DECREASE)	LOCAL FUNDS *
CULTURAL AGENCY FUNDING	3	348,077	358,054	9,977	2.86%	358,054
LIBRARIES	4	3,284,784	3,860,404	575,620	17.52%	3,660,404
PARKS & RECREATION						
PARKS & RECREATION - Administration	8	1,554,023	1,673,893	119,870	7.71%	1,673,893
PARKS & RECREATION - Parks	13	3,486,577	3,554,047	67,470	1.93%	3,554,047
PARKS & RECREATION - Recreation	19	1,265,912	1,251,493	( 14,419)	-1.13%	1,251,493
PARKS & RECREATION - Youth Services	24	598,370	616,484	18,114	3.02%	616,484
ROANOKE ARTS FESTIVAL - 125th ANNIVERSARY CELEBRATION	29	303,782	374,515	70,733	23.28%	374,515
<b>TOTAL - PARKS, RECREATION AND CULTURAL</b>		<b>10,841,525</b>	<b>11,688,890</b>	<b>847,365</b>	<b>7.81%</b>	<b>11,488,890</b>

\*Local funds only - Reimbursements received for operational expenses from State and Federal governments have been excluded.

**Section Summary - Parks, Recreation and Cultural**  
**\$11,688,890**



## CULTURAL AGENCY FUNDING

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Funding is used to assist qualifying cultural service agencies in providing citizens with access to the cultural world of knowledge and ideas, enriching the life of our community, and providing a source of knowledge and entertainment.

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Operating Expenditures	\$350,932	\$335,512	\$348,077	\$358,054	\$358,054
<b>TOTAL</b>	<b>\$350,932</b>	<b>\$335,512</b>	<b>\$348,077</b>	<b>\$358,054</b>	<b>\$358,054</b>

<b>POSITION SUMMARY</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
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# LIBRARIES

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## **Department Mission Statement:**

In a rapidly changing society, the Roanoke Public Library System will ensure equitable access and guidance to the world of knowledge and ideas, enriching the life of our community and creating a climate of lifelong learning.



## **Key Businesses and Business Activities:**

- | Provide courteous and efficient service through competent, well-trained, and enthusiastic staff.
- | Retrieve, analyze, and synthesize information; provide referrals; and adapt services to meet the information needs of citizens.
- | Manage circulating collections of educational, recreational and informational materials in print, non-print and electronic formats.
- | Provide guidance and instructional assistance for children in identifying, locating, and analyzing information available through print, electronic and Internet sources.
- | Provide a myriad of reading readiness resources and programs for children and families that promotes a strong foundation for educational success.
- | Provide and promote young adults' resources and services through a variety of programs geared to their needs.
- | Select materials in response to the reading, listening and viewing needs of citizens.
- | Bring in small businesses by providing a video conferencing center and resources to support small businesses entrepreneurship and economic development.
- Offer information and referral by providing a database of organizations that offer services to the community.
- Market library events, services, and programs via various media outlets
- Provide life long education opportunities through training for research and computer applications and by providing a variety of programs including literature, health, and musical topics.
- Provide genealogy and local history research resources.
- Provide Subregional Library Services in Roanoke Valley and surrounding counties and communities to the blind and physically handicapped.
- Perform technical/administrative services, such as centrally acquiring, processing, and quickly distributing materials to library locations; receiving and processing all gifts for the benefit of the Library and its customers; and maintaining an accurate shared database of computerized bibliographic records with the Roanoke Valley Library Consortium.
- Serve as Southwestern Virginia's only public Law Library and the primary resource for legal research in the Roanoke Valley by providing the needs of all customers with current legal information and legal databases.
- Serve as and develop a medical information center for citizens.

## **Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:**

The key businesses and activities of the Libraries Department link to City Council's Vision Statement in the focus areas of Effective Government (regional cooperation), Economy (business growth and tourism and marketing), Education (student performance and workforce preparation and training), and Quality of Life (appreciation for diversity, culture, historic preservation, neighborhood improvements, recreation).

## LIBRARIES

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Key businesses and activities are also linked to the City's Comprehensive Plan (Vision 2001) in the areas of Housing & Neighborhoods, Environmental and Cultural Resources, Economic Development, People and Human Development and City Design.

### Strategic Goals

1. Customer Service  
Provide excellent service to all customers.
2. Services to Children and Young Adults  
Provide library resources and services for both children and young adults to build a strong foundation for educational success and developmental growth for lifelong learning.
3. Delivering Information Through Technology  
Provide timely, accurate and appropriate information with up-to-date technology.
4. Workforce/Lifelong Learning  
Provide resources to meet workforce and lifelong learning needs of the citizens of Roanoke.
5. Service to Readers  
Encourage lifelong enjoyment of books and literature by providing a definitive collection in various formats.
6. Diversity  
Ensure the Library is relevant to all age, racial, ethnic, and socio-economic groups of people working and residing in the City of Roanoke.
7. Staff and Organizational Development  
Develop an effective organization, maintain a well-trained staff, and provide appropriate staffing levels with competitive compensation.
8. Partnerships  
Develop relationships and alliances with other City departments as well as the private and public sectors in order to provide a greater array of services and establish the Roanoke Public Libraries as a vital community entity.
9. Economic Development  
Contribute to the economic development of the City of Roanoke and the Roanoke Valley.
10. Culture  
Establish the Roanoke Public Libraries as a regional cultural and literary center by supporting and promoting the arts.
11. Facilities  
Develop state of the art facilities in order to provide, improve, make accessible, and enhance the quality of library services.
12. Neighborhood Branch Libraries  
Strengthen the role of branch libraries as essential, vibrant resources that serve Roanoke neighborhoods.
13. Establish Community Outreach Services Department  
Establish a new Community Outreach Services Department to include existing programs - such as Library services for the visually and physically impaired people per state mandate in the Fifth Planning District - and the Library services for the residents of Craig County, as well as new programs such as Library services to the homebound, underserved areas, and nursing homes of the City of Roanoke - to be located in the Main Library or a new facility.
14. Roanoke Law Library  
Provide access to legal information for people of the Roanoke Valley as well as individuals, businesses, and organizations throughout Virginia.
15. Collections  
Develop and maintain Library collections in a variety of formats that are responsive to the needs of our customers.



## LIBRARIES

16. Safety and Security

Provide a safe environment in all Library facilities for our customers and staff.

17. Adult Programming

Provide Library programs that create a positive learning environment for adults.

18. Fund Development

Secure corporate and grant funding to expand the Roanoke Public Libraries' programs, services and collections.

19. Virginia Room

Maintain and expand the Virginia Room as a premier genealogical and regional history collection in Virginia. The Library must increase awareness, visibility, and accessibility to customers and organizations locally, regionally, and nationally of the Virginia Room's special collections and services because it is one of Virginia's foremost genealogical and regional history collections.

20. Marketing

Encourage increased use of the Roanoke Public Libraries' programs, services and collections.

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Total in-house use of library materials as percent of door count *	106,756	154,232	31.00%	33.00%
Number of items inter-loaned to other libraries	16,071.00	15,034.00	17,000.00	16,500.00
Number of items inter-loaned from other libraries	21,527.00	17,848.00	23,000.00	18,500.00
Percent of residents from the Citizens Survey who rate public library services as "good" or "excellent"	90.70%	N/A	92.00%	N/A
Program Attendance - number of adults	1,766.00	2,083.00	1,850.00	2,200.00
Program Attendance - number of children (includes Summer Reading Program)	5,800.00	4,985.00	6,000.00	5,100.00
Program Attendance - number of young adults (includes Summer Reading Program)	585.00	401.00	675.00	500.00
Bookmobile - annual circulation	10,007.00	10,996.00	10,500.00	11,000.00
Bookmobile - Number of homebound/organizations serviced	34.00	235.00	40.00	250.00
Subregional Library for the Visually Impaired - circulation of items to individuals	9,553.00	8,879.00	9,800.00	9,000.00
Registered borrowers as a percent of City of Roanoke population **	N/A	N/A	46.00%	47.00%
Library operating and maintenance expenditures per capita **	N/A	N/A	\$29.00	\$28.00
Operating and maintenance expenditures per registered borrower **	N/A	N/A	\$64.00	\$63.50
Operating and maintenance expenditures per item circulated **	N/A	N/A	\$9.00	\$8.75
Circulation rates: ** a. Per registered borrower b. Per capita	N/A	N/A	13.96/30.95	14.00/32.00
Visitation rates: ** a. Per registered borrower b. Per capita	N/A	N/A	8.60/19.06	9.00/20.00
Patron internet usage per terminal **	N/A	N/A	1,079.00	1,150.00

## LIBRARIES

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Number of paid FTE's per 1,000 population **	N/A	N/A	0.48	0.54
Number of volunteer FTE's per 1,000 population **	N/A	N/A	0.04	0.05

\* This measure was revised for FY06-07 from a count of the in-house use of library materials.

\*\* This is a new performance measure for FY06-07 and beyond.

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$1,657,740	\$1,853,086	\$2,237,002	\$2,514,865	\$2,595,552
Operating Expenditures	589,045	625,961	708,192	922,288	922,288
Internal Services	377,890	416,554	339,590	342,564	342,564
Capital Outlay/Depreciation	5,063	22,145	0	0	0
<b>TOTAL</b>	<b>\$2,629,738</b>	<b>\$2,917,746</b>	<b>\$3,284,784</b>	<b>\$3,779,717</b>	<b>\$3,860,404</b>

<b>POSITION SUMMARY</b>	<b>41.0</b>	<b>41.0</b>	<b>45.0</b>	<b>50.0</b>	<b>50.0</b>
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## PARKS & RECREATION - Administration

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### Department Mission Statement:

Parks and Recreation is a dedicated team committed to improving the quality of life for the citizens and visitors of Roanoke by providing recreational opportunities through diverse programs and facilities and promoting environmental stewardship through beautification, management and care of public spaces.



The measure of Roanoke's excellence is the ability to provide superior recreational opportunity through state of the art venues and to preserve the natural character and beauty via signature parks, greenways and open spaces. Roanoke Parks and Recreation takes great pride in a vision which creates community through people, parks and programs. As an essential service, we strengthen community image and sense of place, provide for economic development, strengthen safety and security, promote health and wellness, protect environmental resources, facilitate community problem solving, provide quality recreational experiences and finally we make Roanoke a more desirable place to live.

### Key Businesses and Business Activities:

- 1 Department Administration  
We shall provide leadership and vision for our department, City, and the Roanoke Valley as the premier leisure services provider in the Commonwealth. In accomplishing this feat, the Administrative Division shall lead the direction, planning, design, facilitation, and the fostering of the partnerships necessary to assist in both the development & implementation of Roanoke's Comprehensive Plan, Parks and Recreation Master Plan, Departmental Business Plan, and other Roanoke Valley Comprehensive Plans.
- 1 Business Services  
Business Services offers support functions and leadership in the areas of finance, payroll and cost accounting, secretarial and clerical support, operational budget development and support, special projects, as well as human services.
- 1 Departmental Operations  
Provides leadership and vision for our department in the following areas of Department operations: Development and Management of Leases, Agreements and Contracts, Operational and Capital Budget Development and Management, Department Comprehensive Master Plan, Strategic Business Plan, Procurement, Legal and Auditing issues and requirements, Acquire and maintain National Accreditation, Provides guidance and assistance in resource development and effectiveness in managing parks and recreation facilities.
- 1 Marketing and Information  
Provide leadership and vision for our department in coordinating all marketing efforts to educate the public as to our many personal and community benefits and to grow our constituency via state of the art marketing strategies, public information and awareness, aggressive advertising, publicity, and customer satisfaction surveys.
- 1 Planning and Development  
The Planning and Development aspect of our Administration division is responsible for the form, character, & design of Roanoke's system of parks, greenways, natural resources, & public spaces. Planning & Development coordinates Roanoke's comprehensive & strategic parks, recreation, & public space planning efforts plus other park-specific strategic planning and design initiatives to include the management of the City's linear park system by partnering with neighborhoods, consultants, internal departments, Federal and State agencies, local community groups, and volunteer-based agencies. Develops and recommends City policy and design criteria on issues related to leisure services, parks, greenways, green-infrastructure, land use, active living, natural area management, land acquisition, and zoning.

### Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:

The key business and responsibilities of the Parks and Recreation Department link directly to City Council's 2006 Strategic Plan in the following manner:

#### Goal 1 - Healthy Local Economy

- Increase the number of local sports facilities (1F)
- Establish recreation centers (1J)

#### Goal 2 - Strong Neighborhoods

- Encourage neighborhood greenways and reforestation (2B)
- Encourage connections with greenways (2E)

#### Goal 3 - Vibrant Greater Downtown

- Create green areas in appropriate neighborhoods (3B)
- Work with regional authorities Roanoke to host state high school championships in any sport and organizations to submit bids (3F)

#### Goal 4 - Quality Services

- Increase access to and quality of riverfront (4A)
- Emphasize quality of life issues (internal and external) (4C)

The key business and responsibilities of the Parks and Recreation Department link directly to Roanoke's Vision 2020 Plan in the following manner:

Neighborhood & Area Plans: To assist Roanoke in creating healthy environments, softer design guidelines, access to and the promotion of green-infrastructure, and alternative transportation venues through our neighborhoods such that Roanoke becomes a community destination and relocation venue recognized throughout the country based upon its natural character, leisure opportunity, economic vitality, community wellness, and barrier-free accessibility to active living. Directly related to the following Roanoke Vision 2020 Action Items - (NH A9, A10, A14) - page 3, (A15, A17) - page 4.

Downtown Neighborhood: Assist in leading Roanoke's downtown public spaces toward reducing the predominance of grey hardscape, opening opportunity for enhanced public spaces designed for people, to reintroduce the natural resource element into the downtown such that mixed-use and smart-growth principles work together in establishing a fluid mixed-use zone where active living, retail, entertainment, leisure, and economic vitality thrive. Directly related to the following Roanoke Vision 2020 Action Items - (NH A18, A19, and A20) - page 4.

Environmental, Cultural, & Historic Resources: Continue to lead the Roanoke Valley as well as the Commonwealth through people, partnerships, and places that embrace the preservation, conservation, environmental stewardship, marketing, & interpretation of Roanoke's rich character and tapestry of unique experiences; consistently striving to enhance and leverage local & other capital investment opportunities to expand upon the areas systems of parks, greenways, trails, rivers, viewsheds, ridgelines, historic sites, and local, state, and national conservation/outdoor recreation resources. Directly related to the following Roanoke Vision 2020 Action Items - (EC A1, A2, A3, A4, A5, A6, A7, A8) - page 7, (A9, A10, A12, A13) - page 8, (A14, A15, A16, A17, A18) - page 9, (A20, A21, A22, A23) - page 10, (A29, A30) - page 11.

Economic Development: Assist in the development and ongoing progress of Roanoke's economic vitality by utilizing, marketing, and creating our green-infrastructure & public spaces in such a way that it promotes premium land valuation, attracts creative business & entrepreneurship, plus fosters a sense of place and experiences that attracts new residents. Directly related to the following Roanoke Vision 2020 Action Items - (ED, A1, A2, A3, A4) - page 12, (A8) - page 13.

## PARKS & RECREATION - Administration

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Economies of Destination & Travel: Lead, assist, and facilitate the City's efforts toward enhancing its tourism base through the provision of stellar recreational experiences; exceptional natural resources, interpretation, resource design, rivers, streams, and an array of parks, athletic venues, greenways, trails, programs, and centers that facilitate the leisure experiences of Roanoke's tourism audience. Directly related to the following Roanoke Vision 2020 Action Items - (ED A12, A13, A14) - page 13, (A15, A16, A17) - page 14.

Technology Zones: Assist and lead the movement within Roanoke to create an atmosphere of fluid opportunity and experience based environments designed for public space such that the creative class of persons skilled in higher technology select Roanoke to reside and relocate to. Directly related to the following Roanoke Vision 2020 Action Items - (ED A24) - page 15.

New Economic Initiatives: Collaborate with Economic Development to craft smart-growth and active living planning to entice new business in our residential, commercial, & industrial corridors through green-infrastructure principles and softer design initiatives. Directly related to the following Roanoke Vision 2020 Action Items - (ED A29, A33) - page 16.

Village Centers: Work through Planning & Neighborhood Development to assist in their planning efforts such that design guidelines & zoning allow for more fluid and active opportunities in these spaces that are first & foremost design for the human experience that promote leisure, work, and residence. Directly related to the following Roanoke Vision 2020 Action Items - (ED A36, A38) - page 17.

Infrastructure: Collaborate with our Transportation Division to assist in the creation of softer streetscapes, bringing more alternate transportation opportunity into Roanoke's right-of-way, coordinate both the bikeway plan and the greenway trails plan, and create an active living plan throughout the City that incorporates healthy transportation alternatives. Directly related to the following Roanoke Vision 2020 Action Items - (IN A1, A2, A3, A4, A6) - page 18, (A7, A9, A10) - page 19.

Transit System: Develop partnership with Valley Metro to enhance public transportation to citizens with disabilities. Directly related to the following Roanoke Vision 2020 Actions Items - (IN A13) - page 19.

Education and Lifelong Learning: Collaborate with Roanoke Schools to offer Health and Wellness and Outdoor Education programs which meet school Standards of Learning and offer specific short and long term benefits for our students. Directly related to the following Roanoke Vision 2020 Action Items - (PE A2) - page 24.

Health & Human Service: Create partnerships with local & regional health systems to include Carilion and the Health Department, plus our school system to incorporate healthy living initiatives throughout Roanoke's neighborhoods via sound environmental design & planning. Directly related to the following Roanoke Vision 2020 Action Items - (PE A9, A17) - page 25.

### **Strategic Goals**

#### **1. Department Administration**

Serve as the leading conduit of executive management to work with and through the likes of the City Council, the Office of the City Manager, City Council appointed boards and agencies, local departmental executives, as well as providing leadership via both the state & national venues to position Roanoke as a national designation area for technology, active living, wellness, and national acclaim as a outdoor recreational hub.

#### **2. Business and Support Services**

Enhance customer service via technological advances in the areas of accounts payable and receivable and program registration.

#### **3. Department Operations**

Oversee the National Accreditation Process, completing the 155 standards by June 2008.

## PARKS & RECREATION - Administration

### 4. Marketing and Information

Develop and implement effective and creative evaluation tools to better understand what our users and non-users would like to see improved and continued within our leisure service delivery system.

### 5. Planning and Development

Work closely with local, state, and national leaders to position and enable Roanoke to design and create a sustainable environment of parks, public spaces, green-infrastructure, greenways, and trails through sound natural resource stewardship policies, design initiatives, & policy direction that foster and enable Roanoke to become a national leader in active living and establish us as community designed for people and businesses that embrace advanced technology.

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Develop/update and implement a Parks and Recreation gift catalog	85.00%	85.00%	100.00%	100.00%
Percent of Community Center Feasibility Study process completed	N/A	10.00%	100.00%	100.00%
Percent of Comprehensive Land Use Plan for Carvin's Cove completed	N/A	10.00%	75.00%	100.00%
Percent of Revenue Plan for Carvin's Cove completed *	N/A	N/A	50.00%	60.00%
Percent of City Trails' Plan (Greenway Active Living Plan) completed *	N/A	N/A	50.00%	100.00%
Percent of Roanoke River Linear Park Plan completed *	N/A	N/A	25.00%	50.00%
Percent of Roanoke Park and Open Space Zoning Designations Plan completed *	N/A	N/A	25.00%	25.00%
Percent reduction in the amount of impervious surfaces in Roanoke's parks *	N/A	N/A	10.00%	20.00%
Percent of Strategic Business Plan updated *	N/A	N/A	100.00%	100.00%
Percent of River and Stream Shoreline Protection Plan developed *	N/A	N/A	10.00%	10.00%
Percent of new Community Recreation Center design process completed *	N/A	N/A	25.00%	25.00%
Percent of Parks and Recreation Accreditation Process completed *	N/A	N/A	50.00%	90.00%
Percent of Elmwood Park Master Plan completed *	N/A	N/A	50.00%	50.00%
Percent of Strauss Park Master Plan completed *	N/A	N/A	50.00%	50.00%
Percent of Eastgate Park Master Plan completed *	N/A	N/A	50.00%	50.00%
Gross Parks & Recreation revenues generated per capita as benchmarked with similar P&R Departments *	N/A	N/A	\$3.64	\$3.80
Parks & Rec revenue received from endowments, grants, and foundations, per capita *	N/A	N/A	\$4.60	\$4.80
Total FTE's per 1,000 population *	N/A	N/A	0.13	0.13

## PARKS & RECREATION - Administration

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Percent of program participants that rate the quality of Parks and Recreation program marketing as "good" or "excellent" *	N/A	N/A	75.00%	85.00%
Percent of construction projects managed by Parks and Recreation Administration completed on time and within budget (weather permitting)	90.00%	85.00%	90.00%	90.00%

\* This is a new performance measure for FY06-07.

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$405,054	\$433,055	\$450,490	\$453,196	\$469,298
Operating Expenditures	424,011	789,195	882,035	907,062	916,062
Internal Services	152,481	213,556	221,498	288,533	288,533
Capital Outlay/Depreciation	4,000	0	0	0	0
<b>TOTAL</b>	<b>\$985,546</b>	<b>\$1,435,806</b>	<b>\$1,554,023</b>	<b>\$1,648,791</b>	<b>\$1,673,893</b>

<b>POSITION SUMMARY</b>	<b>9.0</b>	<b>8.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>
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## PARKS & RECREATION - Parks

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### Department Mission Statement:

The Parks Division within Roanoke Parks and Recreation is a group of trained professionals committed to providing environmental stewardship, as well as excellent and timely customer service to our citizens and visitors through the beautification, management, and care of public spaces.



### Key Businesses and Business Activities:

- 1 Park & Open Space Mowing and Maintenance  
Mows and maintains parks, libraries, and other open green space owned by the city of Roanoke.
- 1 Urban Forestry  
Inspects tree canopy and maintains tree inventory; prunes, removes and/or plants trees on public-owned property within Roanoke. Implements strategies outlined within the Urban Forestry Plan, as adopted by City Council in 2003. Provides emergency support during and after storms by removing fallen or damaged trees. Maintains "Tree City USA" designation, promotes commemorative tree program, Arbor Day program, etc.
- 1 Horticulture & Beautification  
Designs, installs and maintains flowerbeds, shrub beds, and hanging baskets within city parks and properties; partners with civic organizations for "Adopt-A-Spot" and "Adopt-A-Park" programs. Maintains cleanliness within parks by collecting trash and cleaning park shelters, court surfaces, and parking lots. Mows and performs landscape maintenance at key park properties located near the Roanoke River, Mill Mountain Park, the Noel C. Taylor Municipal Building, the Commonwealth Building, Mountain View Senior Center, Lee, Wachovia, Century, and SunTrust Plazas, the Railwalk, and Elmwood Park, libraries and recreation centers, and the Health Department building.
- 1 Athletic Field Maintenance  
Mows, maintains, and renovates athletic fields within parks. Marks all game and practice fields for youth and adult use. Transports and positions goals, bleachers and player's benches for practices, games, and tournaments. Maintains all irrigation systems within athletic fields, parks, and plazas. Install/remove winter protection covers.
- 1 Park Construction & Maintenance  
Installs and maintains all amenities within parks, including park signage, fences, bollards, gates, trash cans, picnic tables, grills, benches, court and skate park surfaces, wind screens, nets goals, retaining walls and stand-alone park shelters. Maintains cleanliness within parks by collecting trash and cleaning park shelters, court surfaces, and parking lots. Performs grading and drainage work within parks. Completes small construction projects, including picnic shelter construction.
- 1 Community Event Support  
Provides tents, canopies, and stages for community events such as the Eggstravaganza Egg Hunt and department events; removes trash from event site during and upon conclusion of event.
- 1 Greenways, Natural Trails, and Blueways Maintenance  
Oversee the maintenance of greenways, trails, and blueways within the City of Roanoke. Develop partnerships, both external and internal, as well as funding mechanisms to advance maintenance levels in this area. Promote up to three volunteer waterway and greenway clean-ups annually. Plant wildflowers and edible landscaped areas. Remove invasive species. Preserve scenic views of the Roanoke River. Collect trash within the Roanoke River through the use of trash containment booms.

### Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:

The key business and responsibilities of the Parks and Recreation Department link directly to City Council's 2006 Strategic Plan in the following manner:

#### Goal 1 - Healthy Local Economy

- Increase the number of local sports facilities (1F)
- Establish recreation centers (1J)



## PARKS & RECREATION - Parks

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### Goal 2 - Strong Neighborhoods

Encourage neighborhood greenways and reforestation (2B)

Encourage connections with greenways (2E)

### Goal 3 - Vibrant Greater Downtown

Create green areas in appropriate neighborhoods (3B)

Work with regional authorities Roanoke to host state high school championships in any sport and organizations to submit bids (3F)

### Goal 4 - Quality Services

Increase access to and quality of riverfront (4A)

Emphasize quality of life issues (internal and external) (4C)

The key business and responsibilities of the Parks and Recreation Department link directly to Roanoke's Vision 2020 Plan in the following manner:

**Neighborhood & Area Plans:** To assist Roanoke in creating healthy environments, softer design guidelines, access to and the promotion of green-infrastructure, and alternative transportation venues through our neighborhoods such that Roanoke becomes a community destination and relocation venue recognized throughout the country based upon its natural character, leisure opportunity, economic vitality, community wellness, and barrier-free accessibility to active living. Directly related to the following Roanoke Vision 2020 Action Items - (NH A9, A10, A14) - page 3, (A15, A17) - page 4.

**Downtown Neighborhood:** Assist in leading Roanoke's downtown public spaces toward reducing the predominance of grey hardscape, opening opportunity for enhanced public spaces designed for people, to reintroduce the natural resource element into the downtown such that mixed-use and smart-growth principles work together in establishing a fluid mixed-use zone where active living, retail, entertainment, leisure, and economic vitality thrive. Directly related to the following Roanoke Vision 2020 Action Items - (NH A18, A19, and A20) - page 4.

**Environmental, Cultural, & Historic Resources:** Continue to lead the Roanoke Valley as well as the Commonwealth through people, partnerships, and places that embrace the preservation, conservation, environmental stewardship, marketing, & interpretation of Roanoke's rich character and tapestry of unique experiences; consistently striving to enhance and leverage local & other capital investment opportunities to expand upon the areas systems of parks, greenways, trails, rivers, viewsheds, ridgelines, historic sites, and local, state, and national conservation/outdoor recreation resources. Directly related to the following Roanoke Vision 2020 Action Items - (EC A1, A2, A3, A4, A5, A6, A7, A8) - page 7, (A9, A10, A12, A13) - page 8, (A14, A15, A16, A17, A18) - page 9, (A20, A21, A22, A23) - page 10, (A29, A30) - page 11.

**Economic Development:** Assist in the development and ongoing progress of Roanoke's economic vitality by utilizing, marketing, and creating our green-infrastructure & public spaces in such a way that it promotes premium land valuation, attracts creative business & entrepreneurship, plus fosters a sense of place and experiences that attracts new residents. Directly related to the following Roanoke Vision 2020 Action Items - (ED, A1, A2, A3, A4) - page 12, (A8) - page 13.

**Economies of Destination & Travel:** Lead, assist, and facilitate the City's efforts toward enhancing its tourism base through the provision of stellar recreational experiences; exceptional natural resources, interpretation, resource design, rivers, streams, and an array of parks, athletic venues, greenways, trails, programs, and centers that facilitate the leisure experiences of Roanoke's tourism audience. Directly related to the following Roanoke Vision 2020 Action Items - (ED A12, A13, A14) - page 13, (A15, A16, A17) - page 14.

**Technology Zones:** Assist and lead the movement within Roanoke to create an atmosphere of fluid opportunity and experience based environments designed for public space such that the creative class of persons skilled in higher technology select Roanoke to reside and relocate to. Directly related to the following Roanoke Vision 2020 Action Items - (ED A24) - page 15.

## PARKS & RECREATION - Parks

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New Economic Initiatives: Collaborate with Economic Development to craft smart-growth and active living planning to entice new business in our residential, commercial, & industrial corridors through green-infrastructure principles and softer design initiatives. Directly related to the following Roanoke Vision 2020 Action Items - (ED A29, A33) - page 16.

Village Centers: Work through Planning & Neighborhood Development to assist in their planning efforts such that design guidelines & zoning allow for more fluid and active opportunities in these spaces that are first & foremost design for the human experience that promote leisure, work, and residence. Directly related to the following Roanoke Vision 2020 Action Items - (ED A36, A38) - page 17.

Infrastructure: Collaborate with our Transportation Division to assist in the creation of softer streetscapes, bringing more alternate transportation opportunity into Roanoke's right-of-way, coordinate both the bikeway plan and the greenway trails plan, and create an active living plan throughout the City that incorporates healthy transportation alternatives. Directly related to the following Roanoke Vision 2020 Action Items - (IN A1, A2, A3, A4, A6) - page 18, (A7, A9, A10) - page 19.

Transit System: Develop partnership with Valley Metro to enhance public transportation to citizens with disabilities. Directly related to the following Roanoke Vision 2020 Actions Items - (IN A13) - page 19.

Education and Lifelong Learning: Collaborate with Roanoke Schools to offer Health and Wellness and Outdoor Education programs which meet school Standards of Learning and offer specific short and long term benefits for our students. Directly related to the following Roanoke Vision 2020 Action Items - (PE A2) - page 24.

Health & Human Service: Create partnerships with local & regional health systems to include Carilion and the Health Department, plus our school system to incorporate healthy living initiatives throughout Roanoke's neighborhoods via sound environmental design & planning. Directly related to the following Roanoke Vision 2020 Action Items - (PE A9, A17) - page 25.

### Strategic Goals

#### 1. Parks Division Goals

- A) Accreditation: Review all current policies, procedures and workflows. Complete any gaps in standard operating procedures. Complete self-assessment by March 2008 for review by Accreditation Board by Summer 2008.
- B) Partner with Arts Commission, Planning and others to develop potential locations for art/sculpture within City parks. Determine if any existing art is available for placement. Develop budget and commission artist(s).
- C) Develop Environmental Action Plan, guiding Division staff on improved project management through environmentally sound principles.
- D) Partner with Department of Technology, Facilities Maintenance, and Public Works to successfully integrate and improve the Datastream Maintenance Management software package that tracks department work, cost, and accomplishments; prints and tracks work orders, and communicates with other City systems, including payroll, also including the addition of hand-held computers for field staff.

#### 2. Park & Open Space Mowing and Maintenance

Improve mowing standards to seven days for high use and high visibility parks; 10 days for many parks; and 14 days for greenways and all other parks. Manage parks, greenways and open spaces in an aesthetically pleasing and environmentally friendly manner; continue improving and replacing amenities within parks and greenways to increase use by residents and visitors, enhancing the overall environmental quality of life within Roanoke. Continue the park mulching initiative which helps reduce string trimming time and expense at Fallon Park, Fishburn Park, Preston Park, Lakewood Park, Highland Park, Smith Park, and Jackson Park, and other smaller areas within selected park properties. Add environmental landscaping to reduce mowing and air pollution, allowing focus on other maintenance efforts.

## **PARKS & RECREATION - Parks**

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### **3. Urban Forestry**

Inventory and assess city-owned tree resources in order to effectively manage and maintain this critical city asset; plant and maintain street and park trees in order to provide neighborhoods, travel corridors and parks with landscapes that improve citizen quality of life through aesthetics, ecology, and public safety; manage urban forestry resources in a professional manner that is sensitive to public opinion, needs, and desires. Manage the Commemorative Tree Program which adds to Roanoke's tree canopy and generates revenue through each tree sold. Add tree canopy to old landfill area at Fallon Park to increase bird and animal habitat. Continue Tree City USA program, increasing educational efforts to school age children through Arbor Day programs.

### **4. Horticulture & Beautification**

Improve overall citizen satisfaction of the Beautification Program by creating colorful seasonal plantings throughout the City; improve landscape maintenance on greenways and the aesthetic appearance of roadside landscapes by installing new landscapes and renovating old ones; and improving the appearance of park landscaping by adding plantings around new park signs and renovating existing landscapes. Continue reducing Department Worker's Compensation costs by strategically placing shrub plantings on steep banks, also reducing overall maintenance costs and injury risk to City employees. Partner with individuals, community service groups and businesses to "adopt" park properties through the "Adopt-A-Park" program, fostering improved community involvement and park property aesthetics. Continue improving our park visitor's experiences by adding aesthetically pleasing touches such as water lilies within Elmwood Park water gardens, additional perennial and wildflower gardens within parks, installing lights within trees during the holiday season in high visibility locations such as Elmwood Park, and providing Christmas holiday decorations at Mountain View Estate and other key park properties.

### **5. Athletic Field Maintenance**

Continuing improving maintenance standards within all athletic fields; develop and maintain new fields, and continue renovation and amenity upgrades to existing athletic fields; partner with other local jurisdictions to draw high-level tournaments to Roanoke, enhancing revenue for City merchants and Parks and Recreation and improving Roanoke's stature as a City committed to quality athletic facilities. Add irrigation at both Preston Park athletic fields, and continue renovation of park and athletic field irrigation systems. Improve mowing standards at game fields - mow each game field two times per week between April and October, depending upon need and weather conditions.

### **6. Park Construction & Maintenance**

Continue park enhancements by adding new amenities such as improved signage; complete Kennedy Park drainage improvements, Reserve Avenue field amenities, and Masons Mill parking lot project; continue replacing old grills, park benches, and trash cans; complete skate park surface renovations; improve amenity inspection frequency within parks to improve customer satisfaction and reduce facility downtime. Evaluate amenity placement within parks to maximize functionality and minimize maintenance costs. Continue with ADA improvements (walkways, parking lots, and amenities) to raise accessibility and guest satisfaction for handicapped park patrons. Continue systematic repairs to tennis courts including Fishburn, Raleigh Court, Thrasher and Jackson Parks in 2007, crack repairs at numerous other tennis facilities, and within basketball court surfaces. Improve revenue through the addition and maintenance of at least one strategically placed large picnic shelter seating 200+ patrons. Improve park signage through the addition of appropriate park entrance and park rules signs, as well as replace faded/worn/outdated signs as needed.

## PARKS & RECREATION - Parks

### 7. Community Event Support

Provide support for community events such as Eggstravaganza by setting up tents, stages, tables and chairs, and performing trash collection after the events. Continue strong partnership with Event Zone for downtown events. Continue operation of movie projection system for Movies in the Park, "Dive In" Movies, etc.

### 8. Greenways, Natural Trails, and Blueways Maintenance

Complete greenway additions within Fishburn Park, Murray Run, and along the Roanoke River, and assume maintenance within these areas. Add environmental landscaping to reduce mowing and air pollution, allowing focus on other maintenance efforts, also planting additional riparian plantings to reduce stream and river erosion. Add wildflower gardens and edible landscape gardens to improve aesthetics, as well as provide birds and wildlife food and habitat. Manage citywide maintenance initiative on Roanoke River and key tributaries such as Lick Run, Tinker Creek, and Peters Creek. Coordinate up to three large volunteer initiatives annually, working with Environmental and Emergency Management, Public Works, Solid Waste, Volunteer Coordinator, and external partners such as Western Virginia Water Authority, Upper Roanoke River Roundtable, Explore Park, Clean Valley Council, etc., as well as business and civic groups, such as Kiwanis, scout troops, etc. Develop funding mechanism that allows for supply purchases, staffing, etc., for program expansion. Work in conjunction with the Roanoke Valley Greenways Coordinator to partner regionally in this effort. Work with Environmental and Emergency Management to being "Adopt A Stream" program.

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Percent of time parks are mowed and trimmed every seven, ten, or 14 calendar days (weather permitting) depending on park maintenance level	75.00%	79.50%	82.50%	85.00%
Percent of citizens responding to the Citizens Survey that rate the City's beautification programs as "good" or "excellent"	81.90%	N/A	85.00%	N/A
Percent of citizens responding to the Citizens Survey that rate the mowing and maintenance of City parks as "good" or "excellent"	79.30%	N/A	80.00%	N/A
Percent of citizens responding to the Citizen Survey that rate the quality of Roanoke's athletic fields as "good" or "excellent" *	57.80%	N/A	65.00%	N/A
Percent of citizens responding to the Citizen Survey that rate the maintenance of trees along City streets and within parks as "good" or "excellent"	67.20%	N/A	75.00%	N/A
Percent of time athletic fields are mowed and trimmed every 7 days (weather permitting) **	N/A	N/A	100.00%	100.00%
Citizens' perception from the Citizen Survey of how safe they feel in the park closest to their home ("very safe" or "somewhat safe") ***	73.70%	N/A	75.00%	N/A
Percent of citizens responding to the Citizen Survey that rate the appearance of the City's parks as "good" or "excellent" **	N/A	N/A	75.00%	N/A
Percent of users of Parks and Recreation services responding to the departmental user survey who rate the mowing and maintenance of City parks as "good" or "excellent" ****	N/A	N/A	N/A	85.00%
Percent of users of Parks and Recreation services responding to the departmental user survey who rate the quality of Roanoke's athletic fields as "good" or "excellent" ****	N/A	N/A	N/A	80.00%
Percent of users of Parks and Recreation services responding to the departmental user survey who rate the appearance of the City's parks as "good" or "excellent" ****	N/A	N/A	N/A	80.00%

## PARKS & RECREATION - Parks

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Percent of users of Parks and Recreation services responding to the departmental user survey whose perception of how safe they feel in the park closest to their home is "very safe" or "somewhat safe" ****	N/A	N/A	N/A	80.00%

\* This measure originally included both athletic fields and facilities.

\*\* This is a new performance measure for FY06-07 and beyond.

\*\*\* This measure originally included both parks and recreation facilities.

\*\*\*\* The departmental user survey is a new process designed to ask its users the same questions that are asked of the public at large during the City's Citizen Survey. It will be conducted in years in which the Citizen Survey is not done.

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$1,999,210	\$2,080,414	\$2,419,985	\$2,345,950	\$2,418,006
Operating Expenditures	568,943	651,926	561,780	606,781	606,781
Internal Services	405,005	500,761	504,812	529,260	529,260
Capital Outlay/Depreciation	2,850	40,158	0	0	0
<b>TOTAL</b>	<b>\$2,976,008</b>	<b>\$3,273,259</b>	<b>\$3,486,577</b>	<b>\$3,481,991</b>	<b>\$3,554,047</b>

<b>POSITION SUMMARY</b>	<b>54.0</b>	<b>54.0</b>	<b>54.0</b>	<b>55.0</b>	<b>55.0</b>
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## PARKS & RECREATION - Recreation

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### Department Mission Statement:

Parks and Recreation is a dedicated team committed to improving the quality of life for the citizens and visitors of Roanoke by providing recreational opportunities through diverse programs and facilities and promoting environmental stewardship through beautification, management and care of public spaces.



The measure of Roanoke's excellence is the ability to provide superior recreational opportunity through state of the art venues and to preserve the natural character and beauty via signature parks, greenways and open spaces. Roanoke Parks and Recreation takes great pride in a vision which creates community through people, parks and programs. As an essential service, we strengthen community image and sense of place, provide for economic development, strengthen safety and security, promote health and wellness, protect environmental resources, facilitate community problem solving, provide quality recreational experiences and finally we make Roanoke a more desirable place to live.

### Key Businesses and Business Activities:

- 1 Senior Facilities & Programs  
Develop, coordinate, implement and evaluate senior citizen programs and services; develop partnerships and sponsorships; operate senior citizen center, and coordinate with Roanoke County Parks, Recreation, and Tourism on Therapeutic Recreation programs and services.
- 1 Athletics  
Scheduling games, facilities, and sports officials so that citizens can participate in organized sports. Provide educational opportunities to improve the knowledge and skill levels of players, coaches, officials and administrators. Coordinate the best use of public facilities for schools, private groups, and the general public. Develop partnership with Roanoke City Schools to provide educational/physical activities for youth during the critical after school hours. Conduct a variety of youth athletic camps.
- 1 Outdoor Recreation and Environmental Education  
Deliver new and creative environmental education and outdoor adventure programs for all ages maximizing current trends and participant needs. Evaluate and use logic model assessments to provide summer adventure trips and camps; develop family oriented outdoor opportunities; and manage outdoor education, adventure facilities and Carvins Natural Reserve.
- 1 Aquatics  
Manage two outdoor swimming pools; develop, coordinate, implement and evaluate City wide aquatic programs; coordinate partnerships with other aquatic service providers; and serve as liaison to Roanoke Valley Swimming Inc.
- 1 Fitness and Wellness  
Oversee operation of four fitness centers; deliver and evaluate City-wide fitness and wellness programs; and provide technical guidance to Roanoke City Schools for programs and equipment (including after school programs).

### Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:

The key business and responsibilities of the Parks and Recreation Department link directly to City Council's 2006 Strategic Plan in the following manner:

#### Goal 1 - Healthy Local Economy

- Increase the number of local sports facilities (1F)
- Establish recreation centers (1J)

## PARKS & RECREATION - Recreation

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### Goal 2 - Strong Neighborhoods

- Encourage neighborhood greenways and reforestation (2B)
- Encourage connections with greenways (2E)

### Goal 3 - Vibrant Greater Downtown

- Create green areas in appropriate neighborhoods (3B)
- Work with regional authorities Roanoke to host state high school championships in any sport and organizations to submit bids (3F)

### Goal 4 - Quality Services

- Increase access to and quality of riverfront (4A)
- Emphasize quality of life issues (internal and external) (4C)

The key business and responsibilities of the Parks and Recreation Department link directly to Roanoke's Vision 2020 Plan in the following manner:

**Neighborhood & Area Plans:** To assist Roanoke in creating healthy environments, softer design guidelines, access to and the promotion of green-infrastructure, and alternative transportation venues through our neighborhoods such that Roanoke becomes a community destination and relocation venue recognized throughout the country based upon its natural character, leisure opportunity, economic vitality, community wellness, and barrier-free accessibility to active living. Directly related to the following Roanoke Vision 2020 Action Items - (NH A9, A10, A14) - page 3, (A15, A17) - page 4.

**Downtown Neighborhood:** Assist in leading Roanoke's downtown public spaces toward reducing the predominance of grey hardscape, opening opportunity for enhanced public spaces designed for people, to reintroduce the natural resource element into the downtown such that mixed-use and smart-growth principles work together in establishing a fluid mixed-use zone where active living, retail, entertainment, leisure, and economic vitality thrive. Directly related to the following Roanoke Vision 2020 Action Items - (NH A18, A19, and A20) - page 4.

**Environmental, Cultural, & Historic Resources:** Continue to lead the Roanoke Valley as well as the Commonwealth through people, partnerships, and places that embrace the preservation, conservation, environmental stewardship, marketing, & interpretation of Roanoke's rich character and tapestry of unique experiences; consistently striving to enhance and leverage local & other capital investment opportunities to expand upon the areas systems of parks, greenways, trails, rivers, viewsheds, ridgelines, historic sites, and local, state, and national conservation/outdoor recreation resources. Directly related to the following Roanoke Vision 2020 Action Items - (EC A1, A2, A3, A4, A5, A6, A7, A8) - page 7, (A9, A10, A12, A13) - page 8, (A14, A15, A16, A17, A18) - page 9, (A20, A21, A22, A23) - page 10, (A29, A30) - page 11.

**Economic Development:** Assist in the development and ongoing progress of Roanoke's economic vitality by utilizing, marketing, and creating our green-infrastructure & public spaces in such a way that it promotes premium land valuation, attracts creative business & entrepreneurship, plus fosters a sense of place and experiences that attracts new residents. Directly related to the following Roanoke Vision 2020 Action Items - (ED A1, A2, A3, A4) - page 12, (A8) - page 13.

**Economies of Destination & Travel:** Lead, assist, and facilitate the City's efforts toward enhancing its tourism base through the provision of stellar recreational experiences; exceptional natural resources, interpretation, resource design, rivers, streams, and an array of parks, athletic venues, greenways, trails, programs, and centers that facilitate the leisure experiences of Roanoke's tourism audience. Directly related to the following Roanoke Vision 2020 Action Items - (ED A12, A13, A14) - page 13, (A15, A16, A17) - page 14.

**Technology Zones:** Assist and lead the movement within Roanoke to create an atmosphere of fluid opportunity and experience based environments designed for public space such that the creative class of persons skilled in higher technology select Roanoke to reside and relocate to. Directly related to the following Roanoke Vision 2020 Action Items - (ED A24) - page 15.

## PARKS & RECREATION - Recreation

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New Economic Initiatives: Collaborate with Economic Development to craft smart-growth and active living planning to entice new business in our residential, commercial, & industrial corridors through green-infrastructure principles and softer design initiatives. Directly related to the following Roanoke Vision 2020 Action Items - (ED A29, A33) - page 16.

Village Centers: Work through Planning & Neighborhood Development to assist in their planning efforts such that design guidelines & zoning allow for more fluid and active opportunities in these spaces that are first & foremost design for the human experience that promote leisure, work, and residence. Directly related to the following Roanoke Vision 2020 Action Items - (ED A36, A38) - page 17.

Infrastructure: Collaborate with our Transportation Division to assist in the creation of softer streetscapes, bringing more alternate transportation opportunity into Roanoke's right-of-way, coordinate both the bikeway plan and the greenway trails plan, and create an active living plan throughout the City that incorporates healthy transportation alternatives. Directly related to the following Roanoke Vision 2020 Action Items - (IN A1, A2, A3, A4, A6) - page 18, (A7, A9, A10) - page 19.

Transit System: Develop partnership with Valley Metro to enhance public transportation to citizens with disabilities. Directly related to the following Roanoke Vision 2020 Actions Items - (IN A13) - page 19.

Education and Lifelong Learning: Collaborate with Roanoke Schools to offer Health and Wellness and Outdoor Education programs which meet school Standards of Learning and offer specific short and long term benefits for our students. Directly related to the following Roanoke Vision 2020 Action Items - (PE A2) - page 24.

Health & Human Service: Create partnerships with local & regional health systems to include Carilion and the Health Department, plus our school system to incorporate healthy living initiatives throughout Roanoke's neighborhoods via sound environmental design & planning. Directly related to the following Roanoke Vision 2020 Action Items - (PE A9, A17) - page 25.

### **Strategic Goals**

#### **1. Senior Facilities & Programs**

Enhance programs and services through the development and implementation of a Senior Citizen Action Plan, utilizing a Senior Citizen Task Force. Expand and offer intergenerational programs to other areas of the city, and develop partnerships with other providers. Develop a strategic plan to determine the future of the senior center.

#### **2. Athletics**

Continue improving the organized sports experience for our community through a reorganized operational structure of community recreation clubs. Facilitate coach and parental education leading to a healthy sports environment for the children. Expand athletic opportunities, develop locally and regionally athletic camps and after school programs that combat childhood obesity.

#### **3. Outdoor Recreation & Environmental Education**

With the enhancement and introduction of new/creative programs and aggressive marketing, we will make potential participants aware of these exciting opportunities. Expand outreach educational opportunities and continue to work on trail development and management at Mill Mountain and Carvins Cove Natural Reserve.

#### **4. Aquatics**

Implement an aquatics program which will provide access to all citizens through enhanced partnerships with YMCA, Gator Aquatic Center, American Red Cross, and other service providers; partnerships could include added pool time, shared marketing tools, scholarships for youth and adults, etc. Develop a strategic plan to determine the future of the city's two outdoor swimming facilities.



## PARKS & RECREATION - Recreation

### 5. Fitness & Wellness

Enhance diversity of programs and services through the enhancement of fee-based programs held throughout the community (not just at the Fitness Centers), to include daytime classes for adults and Seniors, as well as some coordinated efforts to provide programs for community after school program participants. Educate the public on the obesity epidemic and work with community organizations to program and implement an "Active Living" strategy.

### 6. Logic Models

The implementation of Logic Models will assist each key business section in refining programs. During this process logical questions will be thought out to ensure program offerings define and fulfill a desired impact within our community.

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Percent of senior citizens programs meeting desired participant levels (percent of offered programs actually conducted)	94.00%	86.00%	94.00%	95.00%
Percent of athletics programs meeting desired participant levels (percent of offered programs actually conducted)	95.00%	94.00%	95.00%	95.00%
Percent of outdoor recreation and environmental education programs meeting desired participant levels (percent of offered programs actually conducted)	79.00%	76.00%	80.00%	85.00%
Percent of aquatics programs meeting desired participant levels (percent of offered programs actually conducted)	100.00%	98.00%	96.00%	98.00%
Percent of fitness and wellness programs meeting desired participant levels (percent of offered programs actually conducted)	98.00%	98.00%	95.00%	95.00%
Number of participants served in programs and walk-ins	195,000.00	116,000.00	142,000.00	137,000.00
Percent of citizens responding to the Citizen Survey that rate the quality of the City's recreation programs as "good" or "excellent" *	69.00%	N/A	74.00%	N/A
Percent of favorable responses in Department Participant Surveys (very satisfied)	93.00%	95.00%	95.00%	95.00%
Percent of programs using the logic model system **	N/A	N/A	85.00%	90.00%
Citizens' perception from the Citizen Survey of how safe they feel in the recreation facility closest to their home ("Very Safe" or "Somewhat Safe") ***	73.70%	N/A	75.00%	N/A
Percent of citizens responding to the Citizen Survey that rate the appearance of the City's recreation facilities as "good" or "excellent" **	N/A	N/A	60.00%	N/A
Percent of users of Parks and Recreation services responding to the departmental user survey who rate the quality of the City's Recreation programs as "good" or "excellent" ****	N/A	N/A	N/A	80.00%

## PARKS & RECREATION - Recreation

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Percent of users of Parks and Recreation services responding to the departmental user survey whose perception of how safe they feel in the recreation facility closest to their home is "very safe" or "somewhat safe" ****	N/A	N/A	N/A	80.00%
Percent of users of Parks and Recreation services responding to the departmental user survey who rate the appearance of the City's recreation facilities as "good" or "excellent" ****	N/A	N/A	N/A	75.00%

\* This measure was revised from rating City recreation programs.

\*\* This is a new performance measure for FY06-07.

\*\*\* This measure originally included both parks and recreation facilities.

\*\*\*\* The departmental user survey is a new process designed to ask its users the same questions that are asked of the public at large during the City's Citizen Survey. It will be conducted in years in which the Citizen Survey is not done.

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$964,539	\$871,157	\$845,778	\$859,367	\$862,860
Operating Expenditures	293,985	377,538	385,970	351,801	352,911
Internal Services	28,493	36,179	34,164	35,722	35,722
Capital Outlay/Depreciation	0	46,776	0	0	0
<b>TOTAL</b>	<b>\$1,287,017</b>	<b>\$1,331,650</b>	<b>\$1,265,912</b>	<b>\$1,246,890</b>	<b>\$1,251,493</b>

<b>POSITION SUMMARY</b>	<b>13.0</b>	<b>10.0</b>	<b>10.0</b>	<b>10.0</b>	<b>10.0</b>
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## PARKS & RECREATION - Youth Services

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### **Department Mission Statement:**

The Youth Services Division mission is to serve as an advocate for the needs of all youth and their families with the objectives of positive youth development through planning, collaboration, coordination and implementation of services. This division also serves as the clearinghouse to identify duplication and gaps in services which adversely affect the quality of life for the (younger) citizens of Roanoke.

### **Key Businesses and Business Activities:**

- | Community Centers and Programs  
Generate greater community awareness and priority of issues relating to youth and their families, through such programs as Summer Nutrition, Student Government Day, Job Training and the Internship Program; to monitor and maintain community centers operations; coordinate neighborhood programs; develop partnerships and expand holistic approach to healthy development and intergenerational programs.
- | Enhancement and Empowerment of Youth and Youth Leadership  
Provide leadership and assistance to the V.O.Y.C.E. initiatives to increase youth development and engagement as outlined in the four focus areas identified by the V.O.Y.C.E. report.
- | Youth Commission Activities  
Implementation of the Youth Comprehensive Plan through programs and community leadership to begin meeting the goals as set forth in the plan. To continue the city wide representation on the Youth Commission to ensure the opportunity for youth to have a voice and input in program planning. Develop and hold youth retreats. Provide Youth Leadership Training through participation on City boards and committees.
- | Nutritional and Wellness Programs for Youth  
Provide leadership and resources for a summer nutritional and enrichment program to youth of the City of Roanoke.
- | Informational Resource Programs for Youth  
Provide programming that will serve youth through a variety of offerings to develop well rounded and informed youth.
- | Special Projects Funding  
Provision of additional funding for projects relating to youth development, community enrichment, and youth/family programming.
- | Youth Services Citizen Board  
Provide leadership, technical assistance, and guidance to the Council appointed Youth Services Citizen Board to develop strategies to increase youth development.

### **Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:**

The Youth Services Division's strategic businesses and business activities link to City Council's Vision in the areas of Effective Government by providing the opportunity for children and youth to increase their knowledge and understanding of functions of City government through school tours, special projects, National Eat Dinner with your Family Night, Youth Commission Projects, the Youth Comprehensive Plan, Community Center Programs, and by promoting a program of confidence and participation in neighborhood schools jointly with City Council. Youth Commission projects, the Youth Comprehensive Plan, and Community Center Programs are based on outcome data evaluations. Education opportunities focus on areas of school commitments, volunteering, mentoring, and community education programs. Summer Enrichment and intergenerational programs are based within the Community Centers providing both fee and non-fee based programming.

The division's activities also link to the City's Comprehensive Plan (Vision 2020) in the area of Neighborhood Plans, and RVTV Channel 3 television special programming related to youth such as the "Rising Star Program".

The key business and responsibilities of the Parks and Recreation Department link directly to City Council's 2006 Strategic Plan in the following manner:

## PARKS & RECREATION - Youth Services

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### Goal 1 - Healthy Local Economy

- Increase the number of local sports facilities (1F)
- Establish recreation centers (1J)

### Goal 2 - Strong Neighborhoods

- Encourage neighborhood greenways and reforestation (2B)
- Encourage connections with greenways (2E)
- Promote confidence and participation in neighborhood schools by promoting much needed after-school and in-school programming (2D)

### Goal 3 - Vibrant Greater Downtown

- Create green areas in appropriate neighborhoods (3B)
- Work with regional authorities Roanoke to host state high school championships in any sport and organizations to submit bids (3F)

### Goal 4 - Quality Services

- Increase access to and quality of riverfront (4A)
- Emphasize quality of life issues (internal and external) (4C)

The key business and responsibilities of the Parks and Recreation Department link directly to Roanoke's Vision 2020 Plan in the following manner:

**Neighborhood & Area Plans:** To assist Roanoke in creating healthy environments, softer design guidelines, access to and the promotion of green-infrastructure, and alternative transportation venues through our neighborhoods such that Roanoke becomes a community destination and relocation venue recognized throughout the country based upon its natural character, leisure opportunity, economic vitality, community wellness, and barrier-free accessibility to active living. Directly related to the following Roanoke Vision 2020 Action Items - (NH A9, A10, A14) - page 3, (A15, A17) - page 4.

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**Economic Development:** Assist in the development and ongoing progress of Roanoke's economic vitality by utilizing, marketing, and creating our green-infrastructure & public spaces in such a way that it promotes premium land valuation, attracts creative business & entrepreneurship, plus fosters a sense of place and experiences that attracts new residents. Directly related to the following Roanoke Vision 2020 Action Items - (ED, A1, A2, A3, A4) - page 12, (A8) - page 13.

**Economies of Destination & Travel:** Lead, assist, and facilitate the City's efforts toward enhancing its tourism base through the provision of stellar recreational experiences; exceptional natural resources, interpretation, resource design, rivers, streams, and an array of parks, athletic venues, greenways, trails, programs, and centers that facilitate the leisure experiences of Roanoke's tourism audience. Directly related to the following Roanoke Vision 2020 Action Items - (ED A12, A13, A14) - page 13, (A15, A16, A17) - page 14.

Technology Zones: Assist and lead the movement within Roanoke to create an atmosphere of fluid opportunity and experience based environments designed for public space such that the creative class of persons skilled in higher technology select Roanoke to reside and relocate to. Directly related to the following Roanoke Vision 2020 Action Items - (ED A24) - page 15.

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Village Centers: Work through Planning & Neighborhood Development to assist in their planning efforts such that design guidelines & zoning allow for more fluid and active opportunities in these spaces that are first & foremost design for the human experience that promote leisure, work, and residence. Directly related to the following Roanoke Vision 2020 Action Items - (ED A36, A38) - page 17.

Infrastructure: Collaborate with our Transportation Division to assist in the creation of softer streetscapes, bringing more alternate transportation opportunity into Roanoke's right-of-way, coordinate both the bikeway plan and the greenway trails plan, and create an active living plan throughout the City that incorporates healthy transportation alternatives. Directly related to the following Roanoke Vision 2020 Action Items - (IN A1, A2, A3, A4, A6) - page 18, (A7, A9, A10) - page 19.

Transit System: Develop partnership with Valley Metro to enhance public transportation to citizens with disabilities. Directly related to the following Roanoke Vision 2020 Actions Items - (IN A13) - page 19.

Education and Lifelong Learning: Collaborate with Roanoke Schools to offer Health and Wellness and Outdoor Education programs which meet school Standards of Learning and offer specific short and long term benefits for our students. Directly related to the following Roanoke Vision 2020 Action Items - (PE A2) - page 24.

Health & Human Service: Create partnerships with local & regional health systems to include Carilion and the Health Department, plus our school system to incorporate healthy living initiatives throughout Roanoke's neighborhoods via sound environmental design & planning. Directly related to the following Roanoke Vision 2020 Action Items - (PE A9, A17) - page 25.

### **Strategic Goals**

1. Roanoke's Promise Committee, National Family Night and National Youth Serve Day  
Increase awareness, attendance and participation through commitments with local service agencies and organizations to provide adult mentors to support program activities based on volunteerism and youth development and to complement the City's commitment to its children, youth, and families.
2. Job Training Internship Program  
To expand the program and increase participation through coordination with local service agencies and organizations and within City departments.
3. School Tour Program  
Increase participation by elementary school students by promoting this program to all elementary school teachers and administrators.
4. Summer Nutrition Program  
Increase the number of youth and children in the City who participate in the summer nutrition program by recruiting additional sites for meals distribution.
5. Roanoke School System  
Provide support staff to enhance programs and service for outreach program services.

## PARKS & RECREATION - Youth Services

### 6. Youth Initiatives

Develop a Youth Guidebook and a Resource Guide; conduct Youth Leadership Training program in accordance with V.O.Y.C.E. Initiative; conduct a Youth Retreat program; develop a Youth Services and Youth Commission website.

### 7. Special Projects

Increase participation and coordination in special programs to enhance the quality of life of youth and families in the City.

### 8. Logic Models

Include the use of logic models in all new program development as well as for the review of all existing programs.

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Percent of summer programs whose plans and programs are completed by 9/30 each year	100.00%	100.00%	100.00%	100.00%
Percent of programs using the logic model system *	N/A	N/A	85.00%	85.00%
Number of youth/children participating in the City's Youth Service programs as a percentage of the total number of youth/children in the City of Roanoke *	N/A	N/A	20.00%	40.00%
Percent of Garden City Community Center construction project completed on time and within budget (weather permitting) *	N/A	N/A	90.00%	100.00%
Percent of citizens responding to the Citizen Survey that rate the quality of the City's Youth Services programs as "good" or "excellent" *	N/A	N/A	70.00%	N/A
Percent of citizens responding to the Citizen Survey that rate the appearance of the City's community centers (i.e. Eureka, Preston, Grandin Court, Norwich and Garden City) as "good" or "excellent" *	N/A	N/A	70.00%	N/A
Percent of Applicants for Youth Employment and Vocational Training Opportunities Who Received Such Opportunities: * a. Applicants employed or trained through all youth employment services b. Applicants employed or trained through summer youth employment services	N/A	N/A	80.00% / 60.00%	85.00% / 65.00%
Percent of users of Parks and Recreation services responding to the departmental user survey who rate the quality of the City's Youth Services programs as "good" or "excellent" **	N/A	N/A	N/A	80.00%
Percent of users of Parks and Recreation services responding to the departmental user survey who rate the appearance of the City's community centers (i.e. Eureka, Preston Park, Grandin Court, Norwich, and Garden City) as "good" or "excellent" **	N/A	N/A	N/A	80.00%

\* This is a new performance measure for FY06-07.

\*\* The departmental user survey is a new process designed to ask its users the same questions that are asked of the public at large during the City's Citizen Survey. It will be conducted in years in which the Citizen Survey is not done.

## PARKS & RECREATION - Youth Services

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EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$134,929	\$251,835	\$418,687	\$455,804	\$460,731
Operating Expenditures	120,755	194,063	168,577	144,506	144,506
Internal Services	6,198	7,667	11,106	11,247	11,247
<b>TOTAL</b>	<b>\$261,882</b>	<b>\$453,565</b>	<b>\$598,370</b>	<b>\$611,557</b>	<b>\$616,484</b>

<b>POSITION SUMMARY</b>	<b>2.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>
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# ROANOKE ARTS FESTIVAL - 125th ANNIVERSARY CELEBRATION

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## **Department Mission Statement:**

Utilizing the traditions and standards of the region's extraordinary resources, along with its heritage of history, culture, education, and the arts, to create the most entertaining, exciting, and innovative of arts festival experiences, for residents and a wide range of visitors from near and far, the Roanoke Arts Festival exists to promote Roanoke and the Roanoke Valley region for the benefit of economic development and quality of life.

## **Key Businesses and Business Activities:**

- † Cultivation  
Analyze the character and strengths of the regional cultural community (including the arts, media, and education organizations, and segments of the public / private sector), and meeting and interacting with the appropriate individuals and groups in order to encourage and engage their investment in the RAF.
- † Development  
Create a new department for the City to efficiently and successfully implement the vision of the Roanoke Arts Festival and related events.
- † Conceptualization  
Envision and define the overall character of the Arts Festival (and the 125th Anniversary Celebration), along with the selection of participants, performers, producers, and specific offerings.
- † Scheduling  
Plan the actual schedule of performers, events, and respective venues.
- † Implementation  
Oversee and manage all of the operations related to the Arts Festival and the year-long Anniversary Celebration in order to accomplish its first year success.

## **Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:**

The Arts Festival and Anniversary Celebration relate directly to the goals of Roanoke's "Vision 2001 / 2020" comprehensive plan, particularly in those areas of Environmental and Cultural Resources, Economic Development, People and Human Development, and City Design. The overall work and nature of the Festival will embrace and reflect many of the "Vision" projections. The Arts Festival will also make key contributions to these areas, both explicit and catalytic, and be helpful in achieving the objectives of others.

## **Strategic Goals**

1. To create a singular entertainment event worthy of regional, national, and even international acclaim, and to create a constructive foundation for an ongoing annual Roanoke Arts Festival.
2. To contribute in a meaningful way to Roanoke's identity as a major destination for Cultural Tourism.
3. To make a significant and discernible contribution to the City's economic development via the arts and culture, and in that way add to the "quality of life" for its citizens and the region.
4. To further and broadly define Roanoke as the vibrant city it is, and in a spirit of collaboration and partnership, to contribute significantly to the growth and promotion of that perception in the future.



## ROANOKE ARTS FESTIVAL - 125th ANNIVERSARY CELEBRATION

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Number of attendees at all Arts Festival events	N/A	N/A	N/A	25,000.00
Dollar amount of corporate and public donations	N/A	N/A	N/A	\$100,000.00
Dollar amount of ticket sales for all events	N/A	N/A	N/A	\$100,000.00
Number of hits on Arts Festival website	N/A	N/A	N/A	25,000.00
Number of articles from out-of-market sources	N/A	N/A	N/A	100.00

The Arts Festival Office is a new unit for the City of Roanoke, beginning in fiscal year 2006 - 07. As such, these performance measures are new for the fiscal year.

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$0	\$0	\$59,814	\$86,118	\$131,204
Operating Expenditures	0	0	243,968	243,311	243,311
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$303,782</b>	<b>\$329,429</b>	<b>\$374,515</b>

<b>POSITION SUMMARY</b>	<b>0.0</b>	<b>1.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>
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# Public Safety

## SECTION SUMMARY - PUBLIC SAFETY

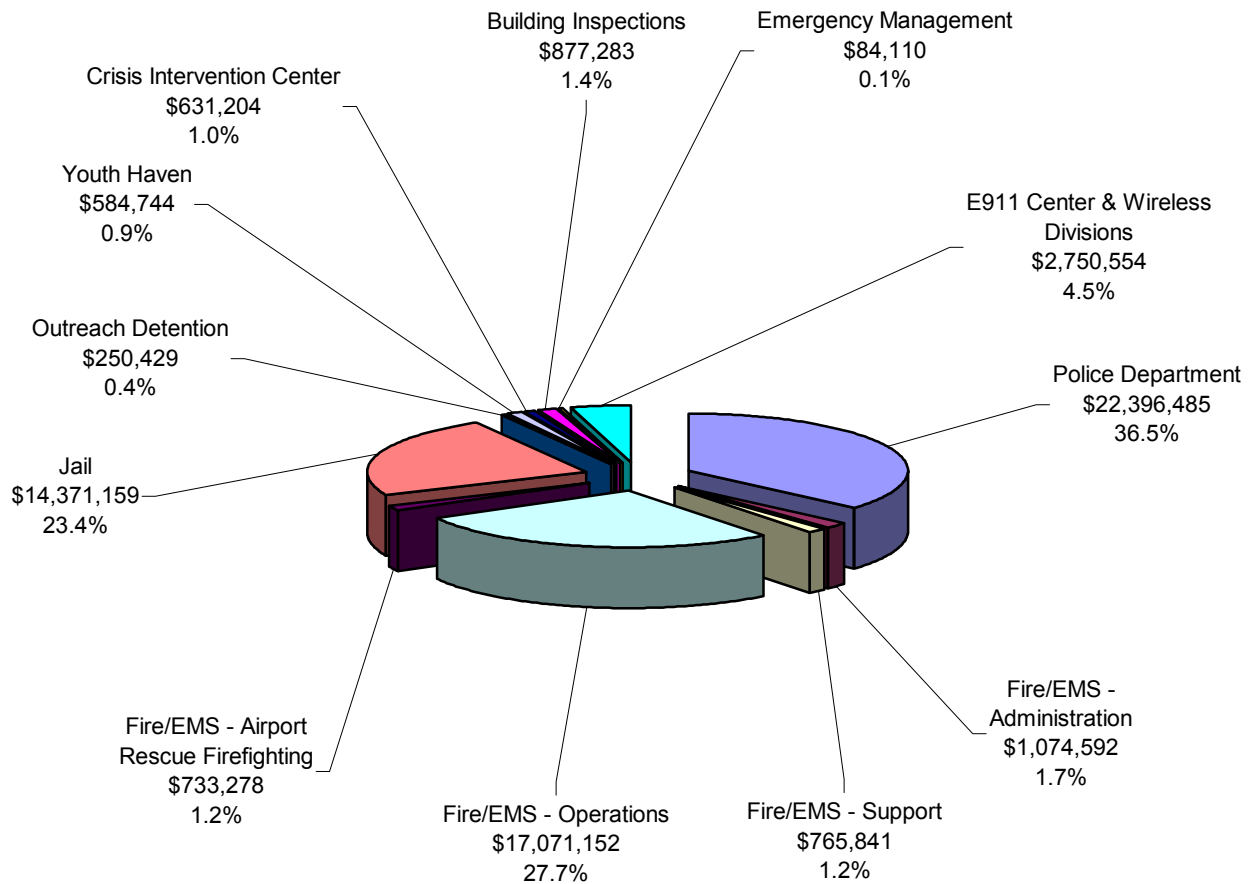
PUBLIC SAFETY	PAGE	ADOPTED BUDGET 2006-07	ADOPTED BUDGET 2007-08	DOLLAR INCREASE (DECREASE)	PERCENTAGE INCREASE (DECREASE)	LOCAL FUNDS *
BUILDING INSPECTIONS	3	863,513	877,283	13,770	1.59%	877,283
CRISIS INTERVENTION CENTER	6	589,851	631,204	41,353	7.01%	621,204
E911 CENTER & WIRELESS DIVISIONS	8	2,681,173	2,750,554	69,381	2.58%	2,258,554
FIRE/EMS DEPARTMENT						
FIRE/EMS - Administration	10	915,077	1,074,592	159,515	17.43%	1,074,592
FIRE/EMS - Airport Rescue Firefighting	12	724,885	733,278	8,393	1.15%	733,278
FIRE/EMS - Emergency Management	14	0	84,110	84,110	100.00%	46,110
FIRE/EMS - Operations	16	16,577,650	17,071,152	493,502	2.97%	16,996,152
FIRE/EMS - Support	18	848,936	765,841	( 83,095)	-9.78%	765,841
JAIL	21	14,027,319	14,371,159	343,840	2.45%	6,896,179
OUTREACH DETENTION	23	265,746	250,429	( 15,317)	-5.76%	198,273
POLICE DEPARTMENT	25	21,300,495	22,396,485	1,095,990	5.14%	15,712,485
YOUTH HAVEN	28	624,537	584,744	( 39,793)	-6.37%	189,885
<b>TOTAL - PUBLIC SAFETY</b>		<b>59,419,182</b>	<b>61,590,831</b>	<b>2,171,649</b>	<b>3.65%</b>	<b>46,369,836</b>

\*Local funds only - Reimbursements received for operational expenses from State and Federal governments have been excluded.

\*Emergency Services was merged with FIRE/EMS.

## SECTION SUMMARY - PUBLIC SAFETY

### Section Summary - Public Safety \$61,590,831



## BUILDING INSPECTIONS

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### **Department Mission Statement:**

The mission of the Department of Planning Building and Development is to promote excellence in planning, building and development that encourages public collaboration and engages best management practices and methods to ensure public safety, environmental protection, and quality architectural design in the City of Roanoke and the region.



### **Key Businesses and Business Activities:**

- Code Administration  
Establishment of community building and development standards through enforcement of the Uniform Statewide Building Code, review of building and basic development plans, permitting for building, electrical, plumbing, mechanical and cross-connections, elevators, amusement rides, storage tanks, fire systems, street openings, utility connections and demolitions. Promotion of the health, safety and welfare through enforcement of the codes as well as through field inspections, inspection of building complaints, training and workshops.
- Administration of Boards  
Provide staffing to Building Code Appeals Board when considering special exceptions, variance, appeals of the Uniform Statewide Building Code, code interpretations and appeals of the Building Official; and manage and conduct office administration for this board including official orders, minutes, and general correspondence.

### **Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:**

The Department of Planning Building and Development's work efforts are guided by the following Council Vision recommendations:

- Effective Government - Improved communication and participatory government in decision making and problem solving; involvement in neighborhood activities, issues and problem solving; encouragement of regional approaches to issues and cooperation; participation in local, state and national professional organizations.
- Economy - Development of partnerships for achieving revitalization and new economic development opportunities; development of quality facilities, buildings, and infrastructure to promote economic opportunities, increased revenue and evaluation and recommendation on alternative and affordable construction techniques.
- Quality of Life - Protection of historic properties and city neighborhoods; development of housing policies and initiatives to encourage affordable housing and a diversity of housing types; enhancement of the environment and the livability and quality of neighborhoods; improvement in code administration, assuring safe residences and buildings.
- Education - Continuation of state mandated training and certifications for staff, provide training, guest speakers to builders, developers, architects and professional organizations involved with various trades.

The work efforts of the Building Division of the Department of Planning Building and Development is guided by the following planning elements of Vision 2001-2020:

- Public Safety and Services - Roanoke will be known as a safe City where public services are professional, standardized, responsive, and community oriented. Public safety services will be provided equitably, efficiently and effectively to citizens, regardless of jurisdiction.
- Housing and Neighborhoods - Roanoke will offer a diversity of housing choices, including not only a range of housing prices but also of housing types such as single-family houses, condominiums, multi-family high-rise and low-rise rental units, town homes and patio homes.
- City Design - Design principles and guidelines will serve as tools and to provide desired new development by investors and landowners that is compatible with existing neighborhoods.

## BUILDING INSPECTIONS

### Strategic Goals

1. Provide Effective, Responsive, Accurate and Equitable Code Administration  
By reviewing building and development processes and regulations to streamline permitting process, review periods and identify problem areas by continuing daily permitting and inspection operations in coordination with the Development Assistance Center.
2. Provide Quality Customer Service for Building Activities  
By cross training of building staff to provide improved customer service and efficiency, developing improved public education materials, monitoring customer service through surveys, improving communication with customers through regular meetings and workshops and continuing to work with other jurisdictions to coordinate codes and permit activities.
3. Enhance Work Performance through Technology  
By promoting increased use and application of Accela Permits Plus software for tracking permits and departmental operations.
4. Improve Department Operations and Provide Development Opportunities in a Pleasant Work Environment  
By reclassifying data entry secretarial position to reflect additional duties and responsibilities. Reclassify inspector positions to encourage continuing education and advanced certifications. Require permit technician certification for DAC staff.

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Annual number of inspections completed per inspector	3,508.00	3,730.00	2,000.00	2,000.00
Percent of inspections responded to within 24 hours	95.00%	98.50%	95.00%	99.00%
Percent of inspections responded to within 48 hours	99.00%	100.00%	99.00%	100.00%
Percent of citizens responding to the Citizens Survey that rate the City's building inspections as "good" or excellent	61.40%	N/A	65.00%	N/A
Total value of building permits issued as percent of total cost of building operations	146.00%	162.00%	90.00%	90.00%
Percent of plan reviews completed within 8 hours *	N/A	N/A	80.00%	80.00%
Percent of plan reviews completed within 48 hours *	N/A	N/A	90.00%	90.00%
Percent of plan reviews completed within 10 days of initial submission *	N/A	N/A	100.00%	100.00%
Percent of plan reviews completed within 5 days after re-submission *	N/A	N/A	95.00%	100.00%

\* This is a new performance measure for FY06-07 and beyond.

## BUILDING INSPECTIONS

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$626,759	\$643,389	\$673,159	\$667,759	\$697,887
Operating Expenditures	37,002	53,305	78,410	75,727	75,727
Internal Services	82,620	115,396	111,944	103,669	103,669
Capital Outlay/Depreciation	0	17,529	0	0	0
<b>TOTAL</b>	<b>\$746,381</b>	<b>\$829,619</b>	<b>\$863,513</b>	<b>\$847,155</b>	<b>\$877,283</b>

<b>POSITION SUMMARY</b>	<b>12.0</b>	<b>12.0</b>	<b>12.0</b>	<b>13.0</b>	<b>13.0</b>
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# CRISIS INTERVENTION CENTER

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## **Department Mission Statement:**

The Crisis Intervention program will support the juvenile justice system by providing an alternative to incarceration and enhance public safety with an early intervention option. Sanctuary also provides a supportive function in conjunction with other City Departments by building life skills, providing opportunities for education and job skills, and helping citizens to improve their quality of life and environment.



## **Key Businesses and Business Activities:**

- | Administration  
Manage a system of programs in compliance with certification standards; coordinate, supervise and operate a daily crisis center program in an efficient manner consistent with multiple funding and licensing sources; facilitated the Group Homebound Instruction On-site School with the Roanoke City School system; coordinate anger control services for youth before the Juvenile Court for assaultive and aggressive behaviors.
- | Diversion and Residential Placement  
Provide food and shelter in a safe and clean environment, provide 24-hour supervision and care including health and hygiene in accordance with all applicable laws and regulations for program operations from the City of Roanoke and licensing regulators.
- | Treatment Program  
Develop individual treatment plans for all residents and their families, when applicable, which shall include psychological services, monitoring court involved placements, testing and evaluation, placement recommendations, recreation and normal household duties; offer individual and group counseling for residents.
- | Counseling  
Provide individual, group, and family counseling for residents and their families; develop individual service plans for each resident; provide case management and referrals when applicable.
- | Delinquency Prevention  
Conduct Family Education Group and Aftercare support sessions with parents of our client population; conduct crisis counseling and referral for the community in lieu of admissions; work in conjunction with the Department of Juvenile Justice and the Juvenile and Domestic Relations District Court programs towards enhanced public safety.
- | Community Intervention Services  
Conduct community awareness groups to include: Community Awareness groups, Health, Nutrition and Wellness groups, Women's empowerment groups, Young Women's Development groups, Males Only, Moral Reconciliation Therapy groups, and Manhood training.

## **Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:**

The key businesses and activities of the Crisis Intervention Center link to City Council's Vision Statement in the focus areas of Effective Government (performance improvements), Education (student performance), and Quality of Life (Delivery of Social Services, Recreation).

Key business and activities are also linked to the City's Comprehensive Plan (Vision 2001) in the element areas of Public Safety and Services and People and Human Development.



## CRISIS INTERVENTION CENTER

### Strategic Goals

1. Administration  
Coordinate with other Departments under the Youth Care Administrator to provide efficient use of personnel/meet all required regulations and requests of local, state and federal authorities.
2. Diversion and Residential Placement  
Residents have a safe and healthy environment, with 24-hour supervision from staff.
3. Treatment Program  
Improve the level of performance by residents on each individual service plan.
4. Counseling  
Improve participation of families in the Parent Education Group component of the program/maintain regular group and individual counseling.
5. Delinquency Prevention  
Continue to monitor residents upon their return home.

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Percent of residents reporting improvement in service plan based on pre- and post-testing	80.00%	94.00%	70.00%	70.00%
Percent of parents reporting improvement in service plan based on pre- and post-testing	86.00%	94.00%	70.00%	70.00%
Percent of families in Sanctuary program who participate in the Parent Education Group	90.00%	90.00%	80.00%	80.00%
Percent of residents with no new delinquency charges while enrolled in the program	93.00%	97.00%	75.00%	75.00%
Percent of residents with a successful completion of the program *	N/A	N/A	75.00%	75.00%

\* This is a new performance measure for FY06-07.

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$378,569	\$401,635	\$441,926	\$464,812	\$486,157
Operating Expenditures	106,554	122,983	107,757	108,015	107,838
Internal Services	37,538	66,331	40,168	37,209	37,209
<b>TOTAL</b>	<b>\$522,661</b>	<b>\$590,949</b>	<b>\$589,851</b>	<b>\$610,036</b>	<b>\$631,204</b>

<b>POSITION SUMMARY</b>	<b>10.0</b>	<b>10.0</b>	<b>10.0</b>	<b>10.0</b>	<b>10.0</b>
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## E911 CENTER & WIRELESS DIVISIONS

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### **Department Mission Statement:**

"The Mission of the City of Roanoke E-911 Center is to serve as the critical link between our citizens and public safety providers with the highest level of integrity. We are dedicated to assist all public safety departments in their quest in protecting life, saving property and assisting the public. Our standard is excellence and our model of success is teamwork".



### **Key Businesses and Business Activities:**

- 1. Communications Service  
Ensure that all citizen calls requesting public safety assistance or information are routed appropriately to the E-911 Center.
- 1. E-911 Operations  
Increase and enhance the operational efficiencies of the center in order to provide the best support in call taking and dispatching functions for public safety or other City departments.
- 1. Inter-governmental Cooperation  
Provide assistance and mutual support for surrounding jurisdictions, State and Federal agencies.

### **Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:**

The key businesses and activities of the Technology - 911 Division link to City Council's Vision Statement in the area of Public Safety and Services and in Regional Cooperation with other valley jurisdictions.

Key businesses and activities are also linked to the City's Comprehensive Plan (Vision 2001) in the element areas of Transportation and Infrastructure and Public Safety and Services.

### **Strategic Goals**

1. Communication Service  
Insure that all citizen calls for assistance, services or information are routed appropriately to the 911 Communications Center. The 911 Center processes 423,721 telephone calls annually; including Police complaints, Fire incidents, EMS incidents, and other public assistance calls. Calls of an emergency Fire/EMS nature are dispatched to responding field units within the national standard of fifty seconds. Calls of an emergency Police nature are dispatched according to a target of 100 seconds.
2. Wireless 911  
Implement Phase II of wireless call-taking, which was mandated by Senate Bill 148. Phase II has the goal of enabling dispatchers to identify the location of wireless callers within 125 meters of their calling origin.
3. Staff Development, Training, Professional Certification  
Enhance on-going comprehensive training and education opportunities to ensure the 911 personnel meet all state, federal and local requirements.
4. CALEA Communication Accreditation.  
Continue the self assessment phase of accreditation and obtain accreditation in latter half of 2007.

## E911 CENTER & WIRELESS DIVISIONS

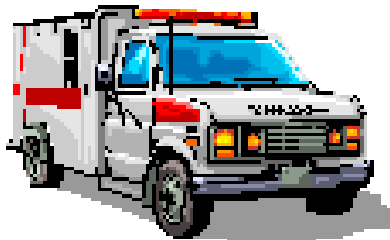
PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Total number of inbound phone calls processed by the E-911 Center *	423,721.00	296,211.00	296,211.00	296,211.00
Percent of E-911 emergency calls received processed in <10 seconds	95.00%	95.00%	95.00%	95.00%
Percent of emergency calls dispatched to fire/ems units < 50 seconds	100.00%	100.00%	100.00%	100.00%
Percent of emergency calls dispatched to police units < 100 seconds	90.00%	90.00%	90.00%	95.00%
Percent of professional certifications for dispatch staff maintained and kept current	100.00%	100.00%	100.00%	100.00%
Percent of residents from Citizen Survey who rate the service of the 911 emergency call center as "good" or "excellent" **	91.50%	N/A	93.00%	N/A
Percent of favorable satisfaction ratings received from internal customers on the quality of service provided by the E911 call center **	N/A	N/A	75.00%	75.00%
Average answer time of E911 wire line and wireless calls **	N/A	N/A	3 sec.	3 sec.

\* This measure was revised in FY06-07, as it originally included both inbound and outbound calls.

\*\* This is a new performance measure.

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$1,762,703	\$1,756,514	\$2,061,945	\$2,055,012	\$2,115,259
Operating Expenditures	323,228	302,105	332,040	400,505	387,605
Internal Services	190,015	256,163	287,188	247,690	247,690
Capital Outlay/Depreciation	0	0	0	0	0
<b>TOTAL</b>	<b>\$2,275,946</b>	<b>\$2,314,782</b>	<b>\$2,681,173</b>	<b>\$2,703,207</b>	<b>\$2,750,554</b>

<b>POSITION SUMMARY</b>	<b>45.0</b>	<b>44.0</b>	<b>43.0</b>	<b>45.0</b>	<b>45.0</b>
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## FIRE/EMS - Administration

### Department Mission Statement:

The Fire-EMS Department exists to protect and preserve the lives and property of residents and visitors of the City of Roanoke from damage or loss due to fire, medical emergencies, environmental hazards and traumatic accidents.

### Key Businesses and Business Activities:

#### 1. Administrative Management

Provide direction and coordination to the Department's Fire/EMS personnel; provide administrative initiatives to our citizens and surrounding jurisdictions that improve individual and regional responses to emergencies; provide oversight for payroll, purchasing, inventory and the department's financial resources.

### Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:

The key businesses and activities of the Fire-EMS Department's Administrative Division link to City Council's Vision Statement in the focus areas of Effective Government (regional cooperation and performance improvement).

Key businesses and activities are also linked to the City's Comprehensive Plan (Vision 2001) in the element area of Public Safety and Services.

### Strategic Goals

#### 1. Facility Management

Improve the appearance of existing facilities through continuous building maintenance efforts; develop effective, efficient and functional station design for our new stations/administrative facilities construction by utilizing a team of employees and Building Services representatives.

#### 2. National Accreditation

Succeed in maintaining National Accreditation for our Department during the fiscal year and continue to advance the Department's capability to achieve and improve our City's Insurance Services Organization (ISO) rating.

#### 3. New Station Construction

Continue implementation of the department's strategic business plan as it relates to new facilities. Complete phase II and III (new Fire-EMS Williamson Road Station) of the business plan regarding A/E and bid documents.

#### 4. Regional Cooperation

Develop additional options which enhance regional cooperation and improve citizens services or reduce unit costs. Implement regional cooperation in areas approved by City Council.

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Percent of citizens in Citizens Survey who rate fire protection services as "good" or "excellent"	92.20%	N/A	93.00%	N/A
Percent of the 108 core competencies maintained in order to meet National Accreditation	100.00%	100.00%	100.00%	100.00%
Percent of citizens in Citizen Survey who rate emergency and rescue services as "good" or "excellent"	91.70%	N/A	90.00%	N/A
Total Fire operating and vehicle expenditure per capita *	N/A	N/A	\$190.00	\$190.00

## FIRE/EMS - Administration

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Total non-fire incidents per 1,000 population served *	N/A	N/A	202.00	200.00
Fire personnel injuries with time lost *	N/A	N/A	7.00	2.00
Fire personnel injuries w/time lost per 1,000 incidents *	N/A	N/A	0.00	0.00

\* This is a new performance measure for FY06-07.

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$526,019	\$462,834	\$568,774	\$709,111	\$713,479
Operating Expenditures	30,261	69,362	25,602	23,166	25,274
Internal Services	196,639	244,766	320,701	336,613	335,839
<b>TOTAL</b>	<b>\$752,919</b>	<b>\$776,962</b>	<b>\$915,077</b>	<b>\$1,068,890</b>	<b>\$1,074,592</b>

<b>POSITION SUMMARY</b>	<b>7.0</b>	<b>7.0</b>	<b>10.0</b>	<b>10.0</b>	<b>10.0</b>
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## FIRE/EMS - Airport Rescue Firefighting

### Department Mission Statement:

The Fire-EMS Department exists to protect and preserve the lives and property of residents and visitors of the City of Roanoke from damage or loss due to fire, medical emergencies, environmental hazards and traumatic accidents.

### Key Businesses and Business Activities:

- 1. Aircraft Emergency Response  
Provide aircraft emergency response of rescue firefighting equipment and certified personnel to all emergencies involving aircraft within the Roanoke Valley areas.
- 1. Airport Emergency Response  
Provide airport emergency response of rescue firefighting equipment and certified personnel to all emergencies that occur within the airport property and terminal areas.

### Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:

The key businesses and activities of Airport Rescue Firefighting link to City Council's Vision statement in the focus areas of Effective Government (regional cooperation and performance improvement) and Quality of Life (natural environment protection and neighborhood improvements).

Key businesses and activities are also linked to the City's Comprehensive Plan (Vision 2001) in the element area of Public Safety and Services.

### Strategic Goals

1. Aircraft Emergency Response  
Improve responsiveness and professionalism in service delivery for aircraft emergency response through additional training and improved response protocols.
2. Airport Emergency Response  
Provide improved responsiveness to airport emergencies through increased training and improved response protocols.

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Percent of emergency aircraft response calls responded to within 3 minutes of alarm sounding *	N/A	N/A	100.00%	100.00%
Percent of staff participating in recurrent airport/aircraft rescue training this year *	N/A	N/A	100.00%	100.00%
Percent of ARFF personnel attending at least one live fire drill this year *	N/A	N/A	100.00%	100.00%

\* This is a new performance measure for FY06-07.

## FIRE/EMS - Airport Rescue Firefighting

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EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$573,648	\$648,587	\$704,189	\$651,616	\$715,825
Operating Expenditures	16,055	20,589	18,649	17,453	17,453
Internal Services	135	2,238	2,047	0	0
<b>TOTAL</b>	<b>\$589,838</b>	<b>\$671,414</b>	<b>\$724,885</b>	<b>\$669,069</b>	<b>\$733,278</b>

<b>POSITION SUMMARY</b>	<b>10.0</b>	<b>10.0</b>	<b>10.0</b>	<b>10.0</b>	<b>10.0</b>
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## FIRE/EMS - Emergency Management

### Department Mission Statement:

To create a disaster resilient community emphasizing the reduction of life losses and property damage resulting from natural and man-made emergencies and disasters.

### Key Businesses and Business Activities:

1. Emergency Management  
Provide risk analysis to prepare for the most effective and efficient response to emergencies and disasters and develop hazard mitigation strategies to reduce the potential impact of disasters. Offer training and guidance to other departments on procedures to protect facilities and staff from emergencies. Partner with local governments and community organizations to share resources toward mutual goals.

### Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:

The key businesses and activities of Emergency Management link to City Council's Vision Statement in the focus area of Effective Government Strategic Issues by expanding regional cooperation and collaboration with emergency preparedness initiatives. Quality of Life Strategic Issues are considered by striving for the protection of our citizens from natural and/or man-made hazards.

Key businesses and activities are also linked to the City's Comprehensive Plan (Vision 2001) in the focus goals of Environmental and Cultural Resources, Economic Development, Transportation and Infrastructure and Public Safety and Services.

### Strategic Goals

1. Emergency Management  
Improve response to emergencies identified by risk analysis and hazard mitigation through coordination of public safety departments and response agencies.
2. Support of City Departments  
Improve frequency and quality of communications with other city departments to protect citizens, facilities and staff.
3. Support of Citizens  
Improve frequency and quality of communications with citizens and businesses to provide information, answer questions and facilitate contacts with state and Federal agencies as well as community organizations.
4. Regional Cooperation  
Increase number and effectiveness of partnerships with local governments and community organizations to collaborate on emergency preparedness initiatives.

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Maintain accreditation and funding with Virginia Department of Emergency Management	Yes	Yes	Yes	Yes
Percent of respondents to the Citizen Survey who rate the management of emergency situations like natural disasters as "good" or "excellent"	80.10%	N/A	80.00%	N/A
Identify and make application for at least one emergency management grant funding opportunity annually	1.00	1.00	1.00	1.00



## FIRE/EMS - Emergency Management

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$0	\$0	\$0	\$62,596	\$65,809
Operating Expenditures	0	0	0	11,773	11,773
Internal Services	0	0	0	6,528	6,528
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$80,897</b>	<b>\$84,110</b>

<b>POSITION SUMMARY</b>	<b>0.0</b>	<b>0.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>
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## FIRE/EMS - Operations

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### **Department Mission Statement:**

The Fire-EMS Department exists to protect and preserve the lives and property of residents and visitors of the City of Roanoke from damage or loss due to fire, medical emergencies, environmental hazards and traumatic accidents.



### **Key Businesses and Business Activities:**

- 1. Emergency Fire Response  
Provide emergency fire suppression response to incidents involving fires, fire alarms, smoke scares, vehicle accidents and other types of calls where the threat of fire exists.
- 1. Emergency Medical Response  
Provide emergency medical response to incidents involving injury, illness, accidents and other types of calls where the threat of injury or illness exists.
- 1. Community Activities/Standby Support  
Provide the community with fire and/or EMS equipment and staffing during activities that could result in injury or illness to our citizens and visitors from sporting events, festivals, recreational activities and other types of activities where injury or illness could result.

### **Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:**

The key businesses and activities of Fire-EMS Operations link to City Council's Vision Statement in the focus areas of Effective Government (performance improvements) and Quality of Life (natural environment protection and neighborhood improvements).

Key businesses and activities are also linked to the City's Comprehensive Plan (Vision 2001) in the element area of Public Safety and Services.

### **Strategic Goals**

1. Emergency Fire Response  
Improve our ability to respond to fire emergencies through facility location improvements, training, equipment upgrades and improved operational controls.
2. Emergency Medical Response  
Improve our ability to respond to medical emergencies through expanded service availability, improved facility locations, training, equipment upgrades and improved operational controls.
3. Community Activities/Standby Support  
Provide our citizens and businesses with professionally trained and certified personnel for community activities standbys and assisting our businesses with the operations of their automatic alarm systems.

## FIRE/EMS - Operations

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Percent of emergency fire calls responded to within 4 minutes	90.00%	85.54%	90.00%	90.00%
Percent of emergency medical services calls responded to within 8 minutes	90.00%	89.62%	90.00%	90.00%
Percent of basic life support calls responded to within 12 minutes *	N/A	N/A	90.00%	90.00%
Total Number of residential structure fire incidents *	N/A	N/A	72.00	72.00
Total Number of combined commercial and industrial structure fire incidents *	N/A	N/A	80.00	80.00
One- and Two-Family Residential Structure Fire Incidents * - a. Fire out on arrival b. Fire confined to room of origin c. Fire combined to structure of origin	N/A	N/A	40%/ 60%/ 90%	40%/ 60%/ 90%
EMS responses per 1,000 population served - * a. BLS responses b. ALS responses c. All EMS responses	N/A	N/A	38/ 148/ 186	38/ 148/ 186

\* This is a new performance measure for FY06-07.

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$13,200,850	\$13,796,411	\$14,743,568	\$14,720,834	\$15,131,342
Operating Expenditures	917,391	1,026,767	999,969	971,988	968,367
Internal Services	803,040	830,723	834,113	971,443	971,443
Capital Outlay/Depreciation	0	0	0	0	0
<b>TOTAL</b>	<b>\$14,921,281</b>	<b>\$15,653,901</b>	<b>\$16,577,650</b>	<b>\$16,664,265</b>	<b>\$17,071,152</b>

<b>POSITION SUMMARY</b>	<b>246.0</b>	<b>246.0</b>	<b>246.0</b>	<b>246.0</b>	<b>246.0</b>
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### **Department Mission Statement:**

The Fire-EMS Department exists to protect and preserve the lives/quality of life and property of residents and visitors of the City of Roanoke from damage or loss due to fire, medical emergencies, environmental hazards and traumatic accidents.



### **Key Businesses and Business Activities:**

- | Regional Hazardous Materials Response Team  
Provide a regional hazardous materials response team for the valley and surrounding jurisdictions with expertise in chemical, substance, and hazardous materials handling.
- | Special Operations and Regional Technical Rescue Team  
Provide the City with a highly skilled and well equipped heavy technical rescue team to respond to specialized high-rise, underground, collapse and trench type emergencies. Additionally, provide swift water rescue team and response.
- | Public Education and Information Assistance  
Provide public education programs to our youth and adults through the City school system, local civic groups, organizations and agencies. Also provide continuous information to the citizens related to Department initiatives and local emergencies.
- | Comprehensive Plans Review  
Conduct comprehensive plans reviews with local builders and investors to assist in building a safe community by reviewing plans to help meet the adopted building codes for the City. Utilize engineering methodologies as applicable to fire safety and fire code enforcement.
- | Fire Safety/Hazard Inspections  
Conduct fire inspections throughout the community to identify code violations and safety issues that may adversely impact the community or other citizens. Coordinate with department's cause and origin investigators to pursue vigorous prosecution of arsonist activities.
- | On-the-Job Training  
Provide internal education and state and national certified training to the Department's 264 uniformed personnel and provide training to regional departments and personnel through the Regional Training Center.
- | Grant Acquisition and Management  
To seek out all opportunities for state, federal and private sources of grant funding, make application for grants and provide management of grant funding to improve the services available to the community.

### **Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:**

The key businesses and activities of Fire-EMS Support link to City Council's Vision Statement in the focus areas of Effective Government (regional cooperation and performance improvement), Education (workforce preparation and training), and Quality of Life (neighborhood improvements).

Key businesses and activities are also linked to the City's Comprehensive Plan (Vision 2001) in the element area of Public Safety and Services and in Economic Development.

### Strategic Goals

1. Regional Hazardous Materials Response Team  
Provide improved response to hazardous materials incidents through additional training for regional Department response team members and through equipment improvements.
2. Special Operations and Regional Technical Rescue Team  
Provide improved response for specialized rescues by identifying, training and equipping those Department members demonstrating the required physical and mental characteristics necessary to carry out this type of operation. This includes heavy and tactical rescue and swift water rescue teams.
3. Public Education and Information Assistance  
Improve our community's fire safety awareness through youth and adult education in accident and hazard awareness programs; provide continuous information to our citizens related to Department responses and improvements that impact our neighborhoods.
4. Comprehensive Plans Review  
Improve the safety of our community through professional comprehensive plans reviews utilizing sound engineering principles applied to fire safety and fire code enforcement with community planners and builders.
5. Fire Safety/Hazard Inspections  
Diminish fire hazards within the community by improving our ability to provide annual inspections to all businesses, agencies, organizations and public assembly buildings; lower the number of fire code violations by routine inspections and re-inspection of violations. Discourage intentional acts of arson through thorough fire origins and cause investigations and prosecution of arsonists.
6. On-the-Job Training  
Improve our Department's skill and knowledge by providing over 36,000 hours of certified training and providing officer development training to over 80 Department personnel.
7. Grant Acquisition and Management  
Vigorously pursue all types of grant funding available for public safety programs providing the department improved and expanded services through equipment upgrades and service enhancements resulting in better service delivery to our community.

## FIRE/EMS - Support

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Percent of targeted hazards awareness public education programs delivered	100.00%	100.00%	100.00%	100.00%
Percent of comprehensive plan reviews completed within two weeks	100.00%	75.00%	100.00%	100.00%
Percent of comprehensive plan review conflicts resolved and completed	85.00%	100.00%	90.00%	100.00%
Percent of fire code inspection violations corrected within 30 days	50.00%	50.00%	50.00%	50.00%
Percent remaining violations corrected within one year from initial inspection	100.00%	95.00%	100.00%	100.00%
Percent of 265 uniformed personnel receiving state certified training during the year	100.00%	100.00%	100.00%	100.00%
Percent of targeted 70 personnel receiving officer development training	100.00%	100.00%	100.00%	100.00%
Residential arson incidents per 10,000 residents *	N/A	N/A	6.70	4.00

\* This is a new performance measure for FY06-07.

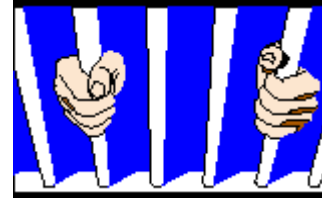
EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$556,113	\$594,789	\$657,973	\$500,365	\$533,160
Operating Expenditures	120,602	179,702	143,849	160,840	162,353
Internal Services	44,787	51,684	47,114	70,328	70,328
<b>TOTAL</b>	<b>\$721,502</b>	<b>\$826,175</b>	<b>\$848,936</b>	<b>\$731,533</b>	<b>\$765,841</b>

<b>POSITION SUMMARY</b>	<b>8.0</b>	<b>9.0</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>
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# JAIL

## **Department Mission Statement:**

As a diverse, professional law enforcement agency, we will serve and protect every person within the City of Roanoke through quality court, correctional, law enforcement and customer-focused services.



## **Key Businesses and Business Activities:**

- 1. Jail Security  
Prevent the loss of life, bodily injury, the intimidation of persons, escapes and the detrimental effects of confinement due to a lack of security and unsafe acts, equipment or facilities.
- 1. Support Services  
Provide support of jail security, court services and business activities of the Sheriff's Office and Jail through staff training, classification services, medical services, inmate counseling, inmate education, library services, recreation, accreditation and planning and research.
- 1. Rehabilitation  
Introduce the offender back into the community as a more effective citizen than before his or her incarceration, by providing rehabilitative programs and procedures based on positive correctional goals.
- 1. Community Support  
Provide support to the community through involvement in volunteer activities and taking an active role in programs targeted at community problems and making Roanoke a better place to live by providing inmate work crews for building and restoration projects throughout Roanoke.
- 1. Law Enforcement  
Protect the life, property, and rights of individuals within the City of Roanoke by objectively and fairly enforcing the laws of the City of Roanoke, the Commonwealth of Virginia, and the Constitution of the United States of America and arresting criminal violators who commit crimes in our presence.

## **Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:**

The key businesses and activities of the Jail link to City Council's Vision Statement in the focus areas of Effective Government (regional cooperation and performance improvement), Education (community improvement), and Quality of Life (neighborhood improvements).

Key businesses and activities are also linked to the City's Comprehensive Plan (Vision 2001) in the element area of Public Safety and Services.

## **Strategic Goals**

1. Jail Security  
Improve the overall safety and security of the jail and reduce the incidence of assaults by increasing the supervision and enhancing the management of approximately 800 inmates per day.
2. Support Services  
Enhance support of other departmental divisions by reducing maintenance and repair costs, maintaining nationally recognized jail accreditations, and providing inmate programs and services such as religious services, medical services, recreation, and laundry services.
3. Rehabilitation  
Increase the percentage of inmates who are afforded access to inmate programs and services such as drug/alcohol counseling and educational opportunities should security permit their participation in these programs.

## JAIL

4. Community Support

Enhance departmental involvement in neighborhood groups and increase the number of inmate labor hours provided to the community.

5. Law Enforcement

Issue summons or arrest all persons when there is probable cause to believe the person has committed a violation of the Code of Virginia or local ordinances within the jail or in the presence of a deputy sheriff.

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Number of escapes	1.00	0.00	0.00	0.00
Percent of inmates involved in assaults on other inmates	14.00%	10.50%	5.00%	5.00%
Percent of inmates involved in assaults on staff	0.99%	1.70%	1.00%	0.00%
Percent of jail accreditations maintained throughout year	100.00%	100.00%	100.00%	100.00%
Percent of inmates provided drug/alcohol counseling upon request	98.00%	98.00%	99.00%	99.00%
Percent of inmates provided adult education upon request	98.00%	99.00%	99.00%	99.00%
Hours of inmate labor provided to the community	64,079.00	45,574.00	65,000.00	40,000.00
Percent of individuals arrested/summoned for criminal violations within the jail or in the presence of a deputy sheriff	100.00%	100.00%	100.00%	100.00%

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$8,830,672	\$9,280,035	\$9,774,780	\$9,723,541	\$10,038,047
Operating Expenditures	3,147,724	3,275,322	3,633,827	3,697,139	3,697,139
Internal Services	420,576	492,018	618,712	635,973	635,973
Capital Outlay/Depreciation	0	0	0	0	0
<b>TOTAL</b>	<b>\$12,398,972</b>	<b>\$13,047,375</b>	<b>\$14,027,319</b>	<b>\$14,056,653</b>	<b>\$14,371,159</b>

<b>POSITION SUMMARY</b>	<b>176.0</b>	<b>176.0</b>	<b>177.0</b>	<b>177.0</b>	<b>177.0</b>
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# OUTREACH DETENTION

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## **Department Mission Statement:**

The Outreach Detention program will provide the Juvenile & Domestic Relations Court(s) with an alternative placement to secure detention of juvenile offenders through the program options of intensive supervision of the juveniles in the community, or electronic monitoring of juvenile offenders restricted to specific locations (home).



## **Key Businesses and Business Activities:**

- 1. Administration  
Direct and coordinate the operation of the Outreach Detention/Electronic Monitoring Program to ensure compliance with laws, standards and regulations.
- 1. Supervision  
Maintain intensive supervision of juveniles by making daily personal/phone contacts. Coordinate the necessary process to facilitate supervision, administer substance tests for community protection and program compliance. Offer all juveniles the opportunity to participate in recreational and leisure activities and offer all juveniles and their families the opportunity to participate in Family Education Groups.
- 1. Electronic Monitoring  
Maintain court order electronic monitoring for clients on a 7-day, 24-hour basis.
- 1. Performance  
Achieve an 85% success rate without comprising the safety of the juvenile, family or the community.

## **Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:**

The key businesses and activities of the Outreach Detention/Electronic Monitoring Division of Juvenile Justice Services link to City Council's Vision Statement in the focus areas of Effective Government (regional cooperation and performance improvements) and Quality of Life (delivery of social services, especially to youth).

The key businesses and activities also link to the City's Comprehensive Plan (Vision 2001) in the element areas of Public Safety and Services and People and Human Development.

## **Strategic Goals**

1. Administration  
Coordinate client services with all programs under the auspices of the Department of Juvenile Justices Services and the supervision of the Youth Care Administrator. To ensure program compliance with all Federal, State and local laws, standards, and regulations governing juvenile rights and programs.
2. Supervision  
Provide intensive supervision of juveniles in the community through daily, random contacts at home, work or school.  
Provide crisis intervention for families of clients and involve parents (or other legal guardian) in service plan and delivery.  
Provide the opportunity for all juveniles and their families to participate in weekly Family Education Group (FEG) sessions.
3. Electronic Monitoring  
Supervise juveniles through electronic monitoring technology.
4. Performance  
Collect specimens and administer substance abuse tests utilizing immunometric test panels. Prepare reports for the Court on each juvenile participating in the program and when necessary attend court hearings and testify if requested to do so.  
Provide the opportunity for all juveniles to participate in age appropriate leisure and recreational activities. Initiate the process to incarcerate juveniles who violate program rules.

## OUTREACH DETENTION

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Percent of time each client is contacted daily	100.00%	100.00%	100.00%	100.00%
Percent of clients with no new delinquency charges while in the program	98.00%	90.00%	75.00%	75.00%
Percent of clients with a successful completion of the program *	N/A	N/A	75.00%	75.00%

\* This is a new performance measure for FY06-07 and beyond.

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$199,960	\$188,695	\$220,504	\$199,346	\$205,419
Operating Expenditures	29,639	33,518	26,406	25,792	25,967
Internal Services	15,758	19,849	18,836	19,043	19,043
<b>TOTAL</b>	<b>\$245,357</b>	<b>\$242,062</b>	<b>\$265,746</b>	<b>\$244,181</b>	<b>\$250,429</b>

<b>POSITION SUMMARY</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>
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# POLICE DEPARTMENT

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## **Department Mission Statement:**

The Roanoke City Police Department is dedicated to providing honest, efficient, and effective law enforcement services. The protection of life, property, and civil liberties for all people in a fair and equitable manner shall be the Department's daily objective.

## **Key Businesses and Business Activities:**

- l Public Safety  
Perform traffic direction and control, recognize and abate hazards, respond to emergencies, animal control, and conduct public education programs to promote the physical safety of citizens and prevent crime.
- l Law Enforcement  
Investigate crimes, detect and apprehend violators, and assist other agencies of the criminal justice system.
- l Public Education  
Participate with the public schools and community groups in a wide range of training on government organization and citizenship.
- l Record Keeping  
Maintain and manage a wide range of formal records.
- l Public Administration  
Train and administer personnel and maintain public property in keeping with mandates and good business practices.

## **Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:**

The key businesses and activities of the Police Department link to the City Council's Vision statement in the focus areas of Effective Government (Improved Communications and Regional Cooperation), Education (Workforce Participation and Training) and Quality of Life (Neighborhood Improvements).

The key businesses and activities are also linked to the City's Comprehensive Plan (Vision 2001-2020) element area of Public Safety.

## **Strategic Goals**

1. Community Policing  
To institutionalize the philosophy of Community Policing/Problem Solving, through the use of Geographic Policing initiatives, and to be more responsive to the citizens of Roanoke; to identify training needs that support departmental philosophy and enhance services to the community; to assure resources are being utilized to reach optimum effectiveness; to develop administrative initiatives; to facilitate open communication within the department; to enhance communication by collaborating with community/neighborhood groups; to identify opportunities for regional law enforcement; and to continue to monitor the accreditation process to ensure compliance.
2. Technological Support and Development  
To increase the efficiency and effectiveness of all personnel through the appropriate application of engineering and technology.
3. Personnel  
Provide for the maximum efficiency of department personnel through recruitment, training, assignment initiatives, and process development.
4. Response to "New" Crimes  
Expand the Police Department's capacity to effectively respond to emergency threats and criminal activity.

## POLICE DEPARTMENT

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Percent of founded complaints to received complaints investigated	7.00%	2.50%	7.00%	7.00%
Number of community meetings/activities attended per authorized sworn position	11.18	6.36	6.00	6.00
Percent of case clearances per assigned investigations (break down by squad): White Collar Crimes	66.70%	69.70%	60.00%	70.00%
Percent of case clearances per assigned investigations (break down by squad): Property Crimes, including arson - target is after applying solvability factors *	45.60%	43.90%	44.00%	45.00%
Percent of case clearances per assigned investigations (break down by squad): Major Crimes	70.50%	76.70%	60.00%	78.00%
Percent of case clearances per assigned investigations (break down by squad): Youth Crimes	82.20%	84.80%	82.00%	85.00%
Percent of successful searches in which contraband or the searched for item was found to total searches documented	91.80%	95.00%	92.00%	92.00%
Immediate Response Times (from dispatch to arrival on scene)	4.39 min.	4.65 min.	4.00 min.	4.00 min.
Percent of accidents investigated with charges placed (excluding hit and run)	83.50%	79.00%	84.50%	84.50%
Percent of Incident Based Reports (IBR) entered into the Records Management System within 1 month of receipt	100.00%	100.00%	100.00%	100.00%
Percent of Accident Reports (FR300) entered into the Records Management System within 1 month of receipt	100.00%	100.00%	100.00%	100.00%
Percent of 1,377 tri-annual accreditation standards met each year *	N/A	N/A	33.30%	33.30%
Percent of residents from Citizens Survey who rate police services as "good" or "excellent"	80.40%	N/A	95.00%	N/A
Percent of favorable responses per overall responses on Police Department call interaction satisfaction survey	97.50%	92.50%	100.00%	100.00%
Number of attendees at the Citizen Police Academy as percentage of the overall number of applicants *	N/A	N/A	98.00%	98.00%
Number of calls answered per full-time animal control position *	N/A	N/A	1,100.00	1,050.00
Percent of animal calls where a charge was placed *	N/A	N/A	5.00%	4.50%
Percent of animal calls where an impoundment or animal capture was made *	N/A	N/A	33.30%	35.00%
Citizens perceptions from the Citizen Survey of how safe they feel in their neighborhoods ("very safe" or "somewhat safe") *	90.70%	N/A	92.00%	N/A
Citizens perceptions from the Citizen Survey of how safe they feel downtown ("very safe" or "somewhat safe") *	81.80%	N/A	82.00%	N/A
Sworn FTE's per 1,000 Population *	N/A	N/A	2.70	2.70
Civilian FTE's per 1,000 Population *	N/A	N/A	0.60	0.60
Number of Top Priority Police Calls per 1,000 Population *	N/A	N/A	38.40	40.70
IBR Part I Crimes Reported per 1,000 Population *	N/A	N/A	66.00	64.10
Total Arrests for IBR Part I Crimes per 1,000 Population *	N/A	N/A	13.60	12.80
Total Arrests for IBR Part I Crimes per Sworn FTE *	N/A	N/A	4.50	4.10
Juvenile Arrests for IBR Part I Crimes as a Percent of Total Arrests for IBR Part I Crimes: *	N/A	N/A	13.70% / 20.80%	13.70% / 20.80%
a. Violent				
b. Property				

## POLICE DEPARTMENT

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Total arrests made per 1,000 population *	N/A	N/A	89.30	96.50
Total Arrests for IBR Part II Drug Offenses per 1,000 Population *	N/A	N/A	12.20	14.00
Juvenile Arrests for IBR Part II Drug Abuse Offenses as a Percent of Total Arrests for IBR Part II Drug Offenses *	N/A	N/A	6.20%	6.20%
Total number of DUI arrests per 1,000 population *	N/A	N/A	3.70	4.20
Fatal Traffic Accidents per 1,000 Population *	N/A	N/A	0.00	0.00
Total number of training hours per sworn FTE *	N/A	N/A	198.00	198.00
Total number of training hours per civilian FTE *	N/A	N/A	20.00	20.00
Percent of residents from Citizen Survey who rate animal control as "good" or "excellent" *	65.30%	N/A	70.60%	N/A

\* This is a new performance measure for FY06-07 and beyond.

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$15,314,645	\$16,722,353	\$17,662,573	\$17,742,591	\$18,390,254
Operating Expenditures	1,518,034	1,673,810	1,614,391	1,800,377	1,800,377
Internal Services	1,433,566	1,898,428	2,023,531	2,205,854	2,205,854
Capital Outlay/Depreciation	44,909	274,195	0	0	0
Non-Operating	13,599	0	0	0	0
<b>TOTAL</b>	<b>\$18,324,753</b>	<b>\$20,568,786</b>	<b>\$21,300,495</b>	<b>\$21,748,822</b>	<b>\$22,396,485</b>

<b>POSITION SUMMARY</b>	<b>309.0</b>	<b>308.0</b>	<b>318.0</b>	<b>318.0</b>	<b>318.0</b>
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## YOUTH HAVEN

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### **Department Mission Statement:**

The Youth Haven program will provide a community based therapeutic early intervention site, serving both male and female adolescents deemed "at-risk", by offering an assessment and brief intervention program to identify areas of need and provide services to meet those needs. The Program intent is to deter further involvement in the Juvenile Justice System through early identification, increased social support, positive behavior education, and family systems counseling.

### **Key Businesses and Business Activities:**

- 1. Administration  
Coordinate, supervise and operate the daily group home program in an efficient manner consistent with Federal, State and local regulations for the Twenty-Third Judicial District.
- 1. Physical Care and Supervision  
Provide shelter, food, clothing and a structured environment with 24-hour staff supervision in a safe and clean environment in accordance with all applicable laws and regulations.
- 1. Treatment Program  
Develop individualized service plans for each client, and when possible, their families, designed to enhance personal achievement, change anti-social behaviors and improve coping skills; facilitate and monitor school attendance or employment of each client; provide instruction on household duties and group living skills; provide constructive recreational, social and cultural activities; provide assistance to the Juvenile Court by attending hearings and preparing written court reports, monitor client progress through Goal Attainment Follow-Up Guide System and prepare written Progress Reports; engage program clients in Community Service and/or volunteer activities.
- 1. After-Care Services  
Provide ongoing After-Care contacts and support services for clients who have completed the residential program.
- 1. Community Services  
Provide structured services which allow clients an opportunity to learn to enhance the community.

### **Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:**

The key businesses and activities of Youth Haven link to City Council's Vision Statement in the focus areas of Effective Government (performance improvement), Education (student performance and work force preparation and training) and Quality of Life (delivery of Social Services and recreation).

The key businesses and activities are also linked to the City's Comprehensive Plan (Vision 2001) in the element areas of Public Safety and Services and People and Human Development.

### **Strategic Goals**

1. Administration  
Coordinate with other Departments under the Youth Care Administrator to provide efficient use of personnel/meet all required regulations and requests of local, state and federal authorities.
2. Supervision  
Clients will receive adult staff supervision at all times during the hours of operation.
3. Treatment Program  
Increase access to mental health and behavioral assessments; improve participation in educational and employment related programs; improve linkage to community resources; increase awareness of behavior risks in relation to substance abuse and anger management; improve independent living and parenting skills; increase knowledge of positive recreational opportunities; increase the number of adolescents involved in community support programs; provide beneficial information to court officials.

## YOUTH HAVEN

4. Counseling and Casework Services

Improve participation of families in the Family Education Component/maintain regular individual, group and family counseling sessions.

5. After-Care Services

Continue to monitor residents upon their completion of services.

6. Community Services

Improve awareness for clients of the value of giving back to their community through volunteerism.

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Percent of clients showing improvement in Individualized Service Plan based on a pre- and post-assessment	100.00%	85.00%	80.00%	75.00%
Percent of referred parents who complete the Parent Education Group	98.00%	100.00%	80.00%	80.00%
Percent of residents with a successful completion of the program	67.00%	42.00%	75.00%	75.00%
Percent of residents with no new delinquency while in the program	78.00%	91.00%	65.00%	65.00%
Percent of referrals responded to within 48 hours *	N/A	N/A	N/A	100.00%

\* This is a new performance measure for FY07-08.

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$496,445	\$526,914	\$544,143	\$470,090	\$479,579
Operating Expenditures	54,675	59,236	48,655	88,368	73,370
Internal Services	26,763	27,615	31,739	31,795	31,795
<b>TOTAL</b>	<b>\$577,883</b>	<b>\$613,765</b>	<b>\$624,537</b>	<b>\$590,253</b>	<b>\$584,744</b>

<b>POSITION SUMMARY</b>	<b>10.0</b>	<b>10.0</b>	<b>10.0</b>	<b>10.0</b>	<b>10.0</b>
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## NOTES

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# Public Works

## SECTION SUMMARY - PUBLIC WORKS

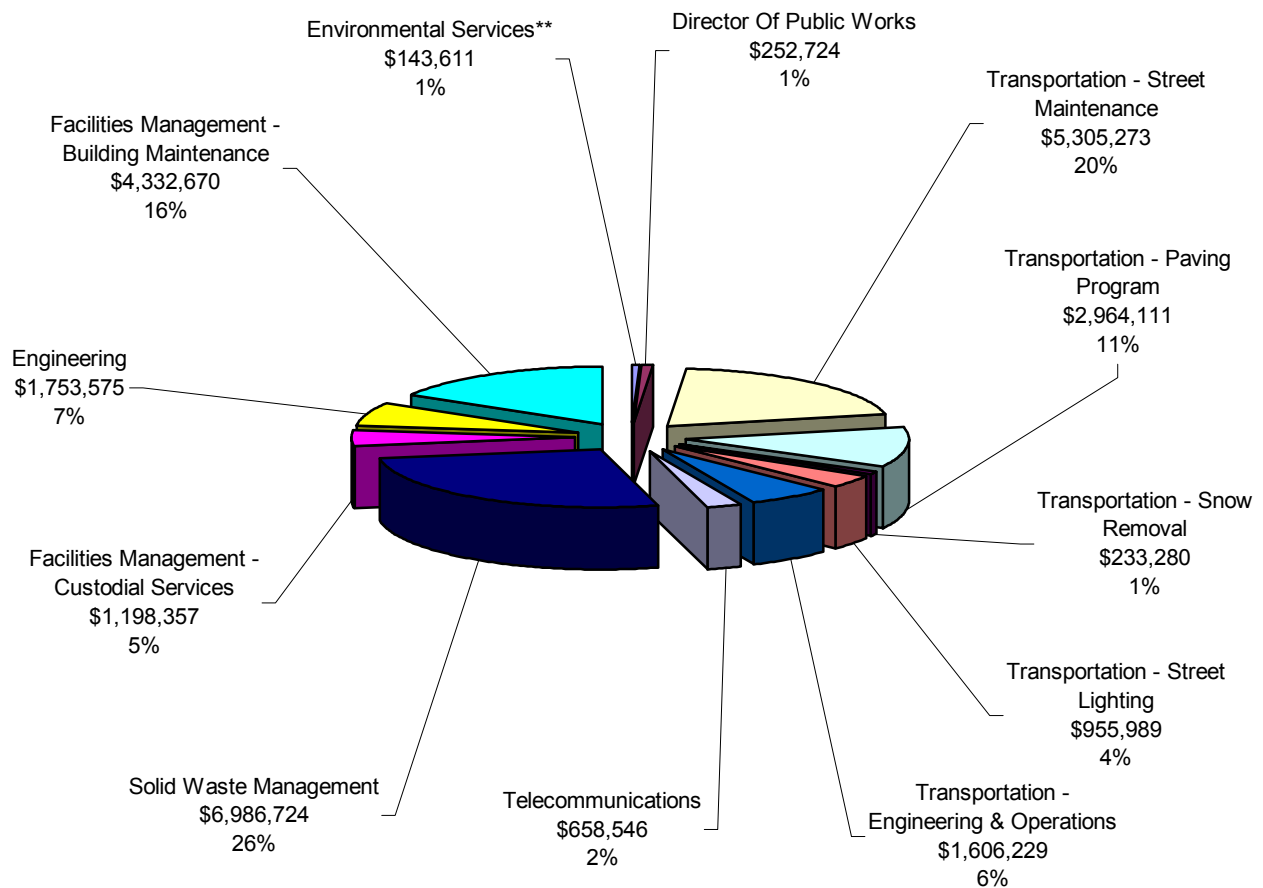
PUBLIC WORKS	PAGE	ADOPTED BUDGET 2006-07	ADOPTED BUDGET 2007-08	DOLLAR INCREASE (DECREASE)	PERCENTAGE INCREASE (DECREASE)	LOCAL FUNDS *
DIRECTOR OF PUBLIC WORKS	3	244,457	252,724	8,267	3.38%	252,724
ENGINEERING	5	1,653,002	1,753,575	100,573	6.08%	1,753,575
ENVIRONMENTAL SERVICES	8	264,691	143,611 (	121,080)	-45.74%	143,611
FACILITIES MANAGEMENT - Building Maintenance	10	4,082,357	4,332,670	250,313	6.13%	4,332,670
FACILITIES MANAGEMENT - Custodial Services	14	1,182,378	1,198,357	15,979	1.35%	1,198,357
SOLID WASTE MANAGEMENT	16	6,819,363	6,986,724	167,361	2.45%	6,986,724
TELECOMMUNICATIONS	18	644,244	658,546	14,302	2.22%	658,546
TRANSPORTATION - Engineering & Operations	20	1,603,626	1,606,229	2,603	0.16%	1,606,229
TRANSPORTATION - Paving Program	22	2,646,111	2,964,111	318,000	12.01%	2,964,111
TRANSPORTATION - Snow Removal	24	250,440	233,280 (	17,160)	-6.85%	233,280
TRANSPORTATION - Street Lighting	25	939,489	955,989	16,500	1.75%	955,989
TRANSPORTATION - Street Maintenance	26	4,870,071	5,305,273	435,202	8.93%	5,305,273
<b>TOTAL - PUBLIC WORKS</b>		<b>25,200,229</b>	<b>26,391,089</b>	<b>1,190,860</b>	<b>4.72%</b>	<b>26,391,089</b>

\*Local funds only - Reimbursements received for operational expenses from State and Federal governments have been excluded.

\*\*Environmental Services was merged with Public Works.

## SECTION SUMMARY - PUBLIC WORKS

### Section Summary - Public Works \$26,391,089



## DIRECTOR OF PUBLIC WORKS

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### **Department Mission Statement:**

To lead and coordinate the activities of departments and divisions, particularly those within the Department of Public Works, to be successful in fulfilling their missions of service to the residents, businesses and visitors in the City of Roanoke.



### **Key Businesses and Business Activities:**

- | Talk or meet with division managers daily, when necessary, and meet at least monthly as a team to coordinate on issues, operations and activities while developing stronger relationships with other departments and localities.
- | Prepare reports and correspondence for the City Manager and City Council in response to requests for information and to recommend action.
- | Represent Roanoke at meetings of various local boards, organizations and state and federal agencies.
- | Meet and or correspond with the public in response to requests for services and information.
- | Provide oversight of Public Works Service Center for compliance with environmental regulations and appearance of the facility.
- | Provide coordination of special projects involving outside organizations and agencies.

### **Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:**

The key businesses and activities of the Public Works Department link to City Council's Vision Statement in the focus area of "Effective Government" (performance improvements), "Economy" (downtown development, preservation of environment to attract tourism and transportation) and "Quality of Life" (natural environment protection and neighborhood improvements).

The key businesses and activities are also linked to the City's Comprehensive Plan (Vision 2001) in the element areas of "Transportation and Infrastructure" and "Public Safety and Services".

### **Strategic Goals**

1. Improve overall performance and customer perception of public works services by providing active leadership and guidance for programs, plans and projects.
2. Provide timely responses, reports and updates that keep Roanoke officials well informed.
3. Provide appropriate input that reflects City Council's current strategic plan and the Vision 2001 Comprehensive Plan.
4. Provide active leadership, management and coordination for various capital and public works projects in which the City of Roanoke is a partner.

## DIRECTOR OF PUBLIC WORKS

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Percent of responses, reports and updates requested by City officials completed within 5 working days	90.00%	95.00%	90.00%	90.00%
Percent of actions supported that directly link to City Council Vision Focus Areas and the Vision 2001 Element Areas	100.00%	100.00%	100.00%	100.00%
Percent of citizen requests for service or information completed within 5 working days	90.00%	95.00%	95.00%	95.00%
Percent of inspection items at Public Works Service Center that meet safety and environmental requirements	100.00%	95.00%	100.00%	100.00%
Percent of residents from Citizen Survey who rate weekly bulk/brush collection "good" or "excellent" *	N/A	N/A	90.00%	N/A
Percent of residents from Citizen Survey who rate weekly trash collection "good" or "excellent" *	N/A	N/A	95.00%	N/A
Percent of residents from Citizen Survey who rate the recycling services "good" or "excellent" *	N/A	N/A	90.00%	N/A
Percent of Engineering projects completed on time *	N/A	N/A	85.00%	85.00%
Percent of Engineering projects completed within budget *	N/A	N/A	85.00%	85.00%
Percent of residents from Citizen Survey who rate street paving, maintenance, and repair as "good" or "excellent" *	N/A	N/A	45.00%	N/A

\* This is a new performance measure for the Public Works Director for FY06-07.

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$206,907	\$166,260	\$198,822	\$199,647	\$207,229
Operating Expenditures	5,711	6,785	5,771	4,789	4,789
Internal Services	18,835	39,404	39,864	40,706	40,706
<b>TOTAL</b>	<b>\$231,453</b>	<b>\$212,449</b>	<b>\$244,457</b>	<b>\$245,142</b>	<b>\$252,724</b>

<b>POSITION SUMMARY</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>
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# ENGINEERING

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## **Department Mission Statement:**

Our mission is to provide quality engineering and professional services in an efficient, courteous, and sensitive manner to support the citizens' needs in the City of Roanoke. We pledge to provide our services with mutual respect and recognition to our citizens and fellow employees.



## **Key Businesses and Business Activities:**

- 1. Project Management  
Provide capital project management from concept formulation to project completion. We provide project scoping, cost estimates and budgets, engineering design, bidding and construction administration.
- 1. Contract Administration  
Develop and execute contracts, provide contract administration including progress payments, monitoring of insurance and bonds, and verification of contractor and subcontractor registration.
- 1. Construction Management  
Conduct daily construction site inspections; review shop drawings, prepare reports detailing progress and problems, identify change order conditions and potential solutions to plan conflicts. Provide responsive, accurate assessment of storm drain complaints and "SERVICE" referrals, and propose cost effective solutions to identified problems.
- 1. Map Production and Publication  
Complete property line revisions, process street name changes, and provide a quick response and accurate information to citizen informational requests. Provide inexpensive accurate copies of floodplain information and maps.
- 1. Survey Support  
Provide accurate location of public land boundary monuments for field property line identification. Provide accurate grades and layout for construction activities. Provide accurate surveys of field conditions to support design activities for proposed projects.

## **Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:**

The Engineering Division supports the 2006 Strategic Plan of the Mayor, City Council and City Manager and plays an important role in the elements of this plan expressed by the goals and actions of the plan.

The goal of a Healthy Local Economy is supported by our responsibility in the implementation of capital projects including the expansion of the Civic Center, Riverside Centre for Research and Technology, and Roanoke Centre for Industry and Technology. The goal of strong neighborhoods is enhanced by the division's support of greenway, sidewalk, curb and storm drain improvements on a city wide basis. The Engineering Division supports many projects related to a Vibrant Downtown that include streetscape improvements, improvements to the City Market, and construction of a new parking garage in the 300 block of Campbell Avenue. The division's mapping function provides the backbone of the City of Roanoke Geographic Information System. Our desire for an enhanced environmental quality is clearly supported by the division's role in the Roanoke River Flood Reduction Project, flood plain management, the Community Rating System, Green Building Development, greenway development and storm water quality.

## **Strategic Goals**

1. Project Management  
Improve overall project management performance by dedicating engineering teams to support facilities engineering, infrastructure engineering, and environmental engineering. Use technology based solutions to better track project performance and communications.
2. Contract Administration  
Provide timely response to progress payments and contractual issues. Improve contract formulation and execution performance.

## ENGINEERING

### 3. Construction Management

Improve professionalism and project documentation by enhanced training and monthly project reporting. Encourage key staff to gain credentials as Certified Construction Managers (CCM). One staff member achieved Certified Construction Manager status in 2006.

### 4. Map Production and Distribution

Use information technology to distribute map products to internal and external customers. Archive existing paper maps to digital imaging system. Enhance GIS by centralization of street name files, archiving of large format engineering plans and plats.

### 5. Improve Disadvantaged Business Participation

Collaborate with the Purchasing Division to support and encourage DBE participation. Proactively seek DBE contractors and consultants.

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Percent of projects completed on time *	71.00%	71.00%	85.00%	85.00%
Percent of projects completed within budget **	71.00%	86.00%	85.00%	85.00%
Percent of variance between estimated and actual costs of City projects ***	1.25%	-2.50%	5.00%	5.00%
Percent of contracts executed within 30 days ****	68.00%	47.00%	100.00%	100.00%
Percent of complaints/referrals responded to within 24 hours ^	75.00%	68.00%	90.00%	90.00%
Percent of property line and street name map changes updated within 15 days of notification by Clerk of Court ^^	100.00%	100.00%	100.00%	95.00%
Percent of dollar value of contracts closed involving disadvantaged businesses ^^^	N/A	N/A	3.25%	3.25%
Percent of utility excavation permits inspected within 48 hours ^^^	N/A	N/A	85.00%	85.00%
Percent of sidewalk applications reviewed and ranked within 15 days ^^^	N/A	N/A	90.00%	90.00%
Percent of bridge inspections completed on schedule per VDOT requirements ^^^	N/A	N/A	100.00%	100.00%
Percent of residents from Citizen Survey who rate the quality of the City's new sidewalk construction as "good" or "excellent" ^^^	64.8%	N/A	75.00%	N/A

\* Seven capital project were completed between July 1, 2005 and June 30, 2006.

\*\* Six of seven capital projects were completed within the specified budget.

\*\*\* Six of seven projects were completed within the budget defined as the contract amount plus 10% contingency. The range of variance was -9.7% to +12.6%. The average for the seven completed projects was -2.5%.

\*\*\*\* A total of 15 major contracts were executed in the reporting period; 7 of these were completed within 30 days.

^ 221 Service Issues were referred to the Engineering Division. Overall response within specified time was 68%.

^^ The timeframe for this measure was revised from 30 days to 15 days beginning with FY06-07.

^^^ This is a new performance measure for FY06-07.

## ENGINEERING

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$1,131,503	\$1,039,103	\$1,204,902	\$1,220,857	\$1,261,597
Operating Expenditures	233,307	251,892	215,663	259,811	263,620
Internal Services	166,455	237,855	232,437	228,358	228,358
Capital Outlay/Depreciation	0	0	0	0	0
<b>TOTAL</b>	<b>\$1,531,265</b>	<b>\$1,528,850</b>	<b>\$1,653,002</b>	<b>\$1,709,026</b>	<b>\$1,753,575</b>

<b>POSITION SUMMARY</b>	<b>24.0</b>	<b>22.0</b>	<b>21.0</b>	<b>22.0</b>	<b>22.0</b>
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## ENVIRONMENTAL SERVICES

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### **Department Mission Statement:**

To design and manage a comprehensive program which creates a healthful and esthetically pleasing environment for the citizens of the City of Roanoke while complying with all state and Federal regulations.



### **Key Businesses and Business Activities:**

#### **Environmental Management**

Implement an environmental management program that ensures compliance with State and Federal Regulations and encourages good stewardship of the environmental resources of the Roanoke Valley. Provide training and guidance to other departments on procedures to protect facilities and staff from hazards. Partner with local governments and community organizations to share resources toward mutual goals.

### **Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:**

The key businesses and activities of the Environmental Division link to City Council's Vision Statement in the focus area of Effective Government Strategic Issues by expanding regional cooperation through the management of hazardous waste and improvement of stormwater quality. Economic Strategic Issues are addressed by our desire to preserve our environment to attract tourism. Finally, Quality of Life Strategic Issues are considered by striving for the protection of our natural environment.

Key businesses and activities are also linked to the City's Comprehensive Plan (Vision 2001) in the focus goals of Environmental and Cultural Resources, Economic Development, Transportation and Infrastructure and Public Safety and Services.

### **Strategic Goals**

#### **1. Environmental Management**

Improve compliance of city operations with environmental regulations, reducing costs and pollution while encouraging good stewardship.

#### **2. Support of City Departments**

Improve frequency and quality of communications with other city departments to protect citizens, facilities and staff.

#### **3. Support of Citizens**

Improve frequency and quality of communications with citizens and businesses to provide information, answer questions and facilitate contacts with state and Federal agencies as well as community organizations.

#### **4. Regional Cooperation**

Increase number and effectiveness of partnerships with local governments and community organizations to work towards mutual goals to create a safer environment in which to live and work.

## ENVIRONMENTAL SERVICES

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Number of notices received of violation for criminal or major infractions from state or federal regulatory agencies	0.00	0.00	0.00	0.00
Number of meetings held with neighborhood organizations and/or businesses to familiarize them with the Environmental Division *	11.00	10.00	12.00	6.00
Percent of Phase II NPDES Storm Water Quality Program implemented	85.00%	95.00%	90.00%	95.00%
Initiate the development of one Environmental Management System in a City Department annually	1.00	1.00	1.00	1.00
Percent of respondents to the Citizen Survey who rate the promotion of environmental awareness to citizens as "good" or "excellent" **	N/A	N/A	65.00%	N/A

\* With the elimination of the Environmental & Emergency Management Specialist position, less time will be available for providing this service.

\*\* This performance measure is new for FY06-07 and beyond.

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$181,391	\$176,817	\$200,032	\$95,355	\$98,961
Operating Expenditures	35,238	30,680	26,765	12,803	12,803
Internal Services	18,659	40,996	37,894	31,847	31,847
<b>TOTAL</b>	<b>\$235,288</b>	<b>\$248,493</b>	<b>\$264,691</b>	<b>\$140,005</b>	<b>\$143,611</b>

<b>POSITION SUMMARY</b>	<b>3.0</b>	<b>3.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>
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## FACILITIES MANAGEMENT - Building Maintenance

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### Department Mission Statement:

To provide maintenance excellence with timely, quality and cost-effective service and technical guidance in support of short-range and long-range operating plans. Insuring through pro-action, rather than reaction, that assets are maintained to support required levels of reliability, availability, output capacity, quality, customer service, and customer satisfaction. This mission is to be fulfilled within a working environment, which fosters safety, high morale and job fulfillment for all members of the operation team while protecting the surrounding environment.



### Key Businesses and Business Activities:

#### 1 Building Maintenance

Perform standard and preventive maintenance on City properties which includes concrete, masonry, framing, finish carpentry, roofing, windows, doors, finishes of walls, floors and ceilings, welding, elevators, escalators, plumbing, fire protection, HVAC, lighting and electrical.

#### 1 Remodeling and Construction

Perform building renovation and new construction services with in-house labor forces. In the past Facilities Management provided labor support and assistance to many departments that would bid projects and then discover the funding was not adequate to complete some of the smaller specialized details. Historically Facilities Management would assist in those projects. Recently Facilities Management has increased it's role and is providing new construction and remodeling resulting in huge savings for City renovation projects.

Starting in FY06-07 Facilities Management has taken on an increased role in renovation work as well as HVAC installations. Staff is becoming increasingly more professional and providing more and more in-house work. A testing and balancing and commissioning professional has been hired and an entirely new HVAC team has been formulated to respond to the increased demands for professional HVAC service. Facilities Management staff can now provide in-house installations and maintenance of all of the most complex HVAC systems within the City.

It is anticipated that the future leads to a new and separate branch of Facilities Management that concentrates only on new construction and remodeling. It is estimated that this demand would occur in the next 3-5 years and 6 to 8 individuals would make up this new construction team.

#### 1 Contract Administration

Solicit and provide contracts and administer contracts on specialized and/or very large maintenance items that the in-house Building Maintenance staff cannot manage due to work load or the highly sophisticated level of expertise required. (Some examples are elevator inspections, roofing repairs, and fire/security inspections). Large HVAC systems used to be on this list of outside contracts but that need has almost been eliminated due to the new HVAC team that has been established.

This business function is largely handled by the Contract Coordinator, although other staff perform this business function as well. The business function prepares bid documents, executes and awards contracts, reviews progress payments, verifies insurance requirements, verifies contractor license & registration requirements, monitors quality control, monitors expenditures of the fund, and terminates contracts on an as needed basis. This business function is similar to a Construction Management role.

## FACILITIES MANAGEMENT - Building Maintenance

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### Construction Management (Small Projects)

Conducts periodic construction site observations, reviews request for information, review schedules, manages contractors and subcontractors and their contractual work, reviews payment request, processes change orders and reports on project status. The business requires the monitoring of quality control, review and monitoring of scheduling, monitoring of material flow, monitoring of the availability of equipment, monitoring the adherence of safety practices, verifying the submission of required documentation, and monitoring the proper identification and abatement of hazardous materials.

### Support Special Events

Provide set up crews, support personnel, electric generator, and electrical crews for special events throughout the City. Events include First Fridays, Festival in the Park, Strawberry Festival, Chilli Cook off, etc. These functions often require the running of temporary wiring, temporary electrical hook-ups, and staff to be present during the entire event to troubleshoot and repair electrical issues.

### Training

Provide training for all staff members and supervision to maintain best of class approaches to managing the entire maintenance operation and tracking of expenditures. This business function includes on the job or industry training, safety training, and technical training such as computerized applications.

### Monitoring and Reporting

This business is to provide job cost reporting and monitoring of the expenditures. The duties include time entry for payroll, tracking of material cost, and monitoring and reporting leave balances for personnel. The business also includes the prediction of budgetary needs as related to asset management, new construction, and the long term maintenance needs for the enterprise.

### Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:

The key businesses and activities of the Building Maintenance Section link to City Council's Strategic Plan for 2006 in the focus areas of sustainable effective City Government and cost effective service delivery. Quality city facilities and buildings are important to the Council's focus on tourism and marketing Roanoke as a entertainment destination point for major events, sports, and festivals.

Key businesses and activities are also linked to the City Council's Strategic Plan for 2005 in the area of Facilities Management's responsibility to properly document and be accountable for the City's commitment to make annual appropriations commensurate with annual maintenance needs.

Due to the fact that Facilities Management manages the repair and maintenance of the "Mill Mountain Star", "Railway Memorabilia Walk" and many other highly visible City owned properties, we link with the "Brand Identity" effort to make Roanoke more appealing to the citizens and tourism.

Facilities Management training efforts combined with preferred in-house promotions we are focused at developing and retaining a productive, motivated work force with well-trained, competent employees. Our training attempts to encompass the latest technology and utilize those tools in our service delivery efforts.

## FACILITIES MANAGEMENT - Building Maintenance

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### Strategic Goals

#### 1. Building Maintenance

Improve pro-active maintenance by training staff to understand the importance of Preventative Maintenance Schedules and monitoring the adherence to this effort.

The first action for this goal has been accomplished. That action was to research, document and log the largest systems and equipment and list them on a spreadsheet format by end of June 06 so the information will be prepared for transfer to a computerized work order system. The work order system implementation is scheduled for the first part of February 07.

The second action for this goal is to closely monitor and document the training efforts and grade the results so the effectiveness of the exercise can be demonstrated to staff to encourage the continued practice.

Future implementing of a computerized work order and asset management system and the tracking of Preventative Maintenance results should result in a more sophisticated analysis of the current condition of our assets and a more predictable budget prediction.

#### 2. Remodeling & Construction

Improve skill sets of crew through the implementation of additional training, through mentoring and local trade schools.

The first action toward this goal is to provide staff with on the job training by pairing an entry level staff member with a seasoned craftsman thus increasing the knowledge base and skill levels of the less skilled employee. Skill sets desired include job estimating, scheduling, material ordering, and higher levels of customer service.

The recent Municipal North renovation project of the basement level is an example of this implementation and the process is providing great results.

#### 3. Quality Control

Develop various spot inspection checklists to test adherence to job directives, effectiveness, and quality control measures being followed.

#### 4. Contract Administration

Improve responsiveness and service delivery by providing more effective contract language and more aggressive negotiations during the hiring of service providers. Development a grading system to grade the responsiveness and effectiveness of each service provider in their respective field.

#### 5. Construction Management (Small Projects)

Improve professionalism and project documentation by enhanced training.

#### 6. Equipment

Develop tally sheets to document equipment failure rates and track and predict just in time replacement of major systems and equipment. Develop an equipment replacement program that identifies equipment replacement needs for each upcoming budget cycle.

Facilities Management has already conducted roof surveys of all the downtown buildings, and fire stations. The next group of roof surveys will be the libraries and recreation centers. At the same time all the HVAC systems are being graded for efficiency and a repair list compiled for future action.

## FACILITIES MANAGEMENT - Building Maintenance

### 7. Asset Management

Gather asset information and provide organizational tools to support retrieval and analysis of gathered information.

Asset information has been obtained at approximately the 65% level. The work order implementation will bring that process into about 85% compliance. The asset management system (work order system) will be implemented in the first part of February 07 and will give Facilities Management the retrieval and analysis tools necessary.

### 8. Training

Encourage training at all levels in the organization to insure continued development and strive for excellence.

The current training goals were met at 100% and the group continues to encourage training and development on a continuous basis.

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Percent of residents from Citizen Survey who rate the maintenance of City-owned buildings as "good" or "excellent"	68.70%	N/A	65.00%	N/A
Total repair expenditures per square foot for all facilities *	N/A	N/A	N/A	\$1.97
Percent of customers from customer satisfaction survey who rate the timeliness of repair service as "excellent"	N/A	N/A	50.00%	60.00%
Percent of time spot inspections meet established point system requirements	N/A	N/A	60.00%	65.00%
Percent of time quality standards inspections meet established point system requirements	N/A	N/A	60.00%	65.00%
Percent of citizens responding to the Citizen Survey that rate the appearance of Roanoke's recreation facilities as "good" or "excellent" **	N/A	N/A	60.00%	N/A

\* This is a new performance measure for FY07-08. Due to the different use patterns of the various facilities, the hours of operation, and the age factor it is very difficult to apply a broad stroke standard cost per square foot efficiency accross all the facilities in the enterprise. The approach will be to identify the various building types and attempt to meet the industry standard for that type of building. The yearly reporting number will be an average of all the building types.

\*\* This is a new performance measure for FY06-07.

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$1,519,899	\$1,523,900	\$1,831,622	\$1,837,156	\$1,941,805
Operating Expenditures	1,989,224	1,778,914	2,076,212	2,197,455	2,194,682
Internal Services	130,619	163,786	174,523	196,183	196,183
Capital Outlay/Depreciation	0	12,897	0	0	0
<b>TOTAL</b>	<b>\$3,639,742</b>	<b>\$3,479,497</b>	<b>\$4,082,357</b>	<b>\$4,230,794</b>	<b>\$4,332,670</b>

<b>POSITION SUMMARY</b>	<b>38.0</b>	<b>40.0</b>	<b>42.0</b>	<b>42.0</b>	<b>42.0</b>
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## FACILITIES MANAGEMENT - Custodial Services

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### **Department Mission Statement:**

To provide custodial excellence in a timely manner, with attention to quality control and cost effective service. Insuring through pro-action, rather than reaction, that buildings are maintained at a level of cleanliness that meets or exceeds customer expectations and that buildings are secured. This mission is to be fulfilled within a working environment, which fosters continuous training, safety, high morale and job fulfillment for all members of the team.

### **Key Businesses and Business Activities:**

- l Cleaning Services  
Cleaning of facilities to include flooring, restrooms, windows, and trash removal.
- l Supervision  
Supervision of cleaning function to ensure quality control, adequate manpower for scheduling, availability of cleaning products, availability of cleaning equipment, and adherence to safety practices and disposal of hazardous cleaning chemicals.
- l Training  
Provide training for all staff members and supervision to maintain best of class approaches to cleaning and maintenance operation.
- l Monitoring  
Monitoring to provide reporting and prediction of budgetary needs as related to the cleaning and maintenance operation.

### **Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:**

The key businesses and activities of the Custodial Services group links to City Council's Vision Statement maintaining a sustainable City Government with cost effective service deliveries. Cleanliness helps portray the quality of City Facilities and buildings and supports the movement to make Roanoke an entertainment destination point for major events, sports and festivals.

Key businesses and activities are also linked to Customer Service that is valued and demonstrated by City employees.

The on going training by the Custodial group supports the City Council's Vision Statement to develop and retain a productive, motivated workforce with well-trained staff that can complement a diverse employee base and use technology in the service delivery.

### **Strategic Goals**

1. Customer Satisfaction  
Provide a customer satisfaction survey tool and provide documented results on how customer input formulates new goals and objectives of the group.
2. Employee Development  
Continuously train and re-train employees in a effort to mandate the best methods available to achieve the desired results with the least amount of effort.
3. Quality Control  
Develop various spot inspection checklists that grade the success of staff training and how effective the training is at providing the correct level of cleanliness in Facilities and restrooms.
4. Equipment & Supplies Management  
Develop tally sheets to track equipment failure rates and provide future predictions of typical service life of existing equipment and develop budgetary plans for equipment replacement.
5. Expenditure Tracking  
Develop monitoring tools for cost analysis, budget tracking, and trending.

## FACILITIES MANAGEMENT - Custodial Services

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Total custodial expenditures per square foot for all facilities *	N/A	N/A	N/A	\$1.82
Percent of customers from customer satisfaction survey who rate their overall satisfaction with Custodial Services as "excellent"	N/A	N/A	40.00%	45.00%
Percent of time spot inspections meet established point system requirements	N/A	N/A	55.00%	60.00%
Percent of time quality standards inspections meet established point system requirements	N/A	N/A	50.00%	60.00%
Percent of citizens responding to the Citizen Survey that rate the appearance of Roanoke's recreation facilities as "good" or "excellent" **	N/A	N/A	60.00%	N/A

\* This is a new performance measure for FY07-08.

\*\* This is a new performance measure for FY06-07.

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$742,019	\$768,760	\$869,344	\$867,351	\$933,369
Operating Expenditures	292,748	271,536	292,738	244,688	247,461
Internal Services	19,512	20,758	20,296	17,527	17,527
<b>TOTAL</b>	<b>\$1,054,279</b>	<b>\$1,061,054</b>	<b>\$1,182,378</b>	<b>\$1,129,566</b>	<b>\$1,198,357</b>

<b>POSITION SUMMARY</b>	<b>28.0</b>	<b>26.0</b>	<b>26.0</b>	<b>26.0</b>	<b>26.0</b>
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# SOLID WASTE MANAGEMENT

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## **Department Mission Statement:**

Provide quality solid waste, recyclable and waste reduction services to our customers by utilizing the most cost efficient means. We are committed to service excellence, progressive recycling programs and a healthy environment, administering rules and regulations and landfill alternatives.

## **Key Businesses and Business Activities:**

- 1. Residential Refuse, Recycling, and Bulk/Brush Collections  
Provide once a week, on time collection of these programs.
- 1. Commercial Refuse Collection  
Provide once a week refuse collection to those commercial accounts that have an automated container.
- 1. Central Business District Collection of Refuse and Paper Recycling  
Provide a six-night collection of both refuse and recycling plus a Sunday morning collection to the Market Square area.

## **Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:**

The key businesses and activities of the Solid Waste Management Division, link to City Council's Vision statement in the focus areas of Effective Government (performance improvements) and Quality of Life (improved recycling education and collection, coordination of neighborhood special activities for trash and litter collection).

Key businesses and activities are also linked to the City's Comprehensive Plan (Vision 2001) in the area of solid waste and recycling.

## **Strategic Goals**

1. Residential Refuse, Recycling, and Bulk/Brush Collection  
Improve the overall knowledge of our citizens in the areas of solid waste and recycling education, an improved enforcement program with regard to solid waste issues; when combined, will make our City a cleaner and more environmentally friendly community.
2. Commercial Collection  
Improve the overall knowledge of businesses to the value of recycling.
3. Central Business District Collection of Refuse and Paper Recycling  
Improve the community's rate of recycling by implementing new methods and programs that make it easier to recycle.

## SOLID WASTE MANAGEMENT

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Percent of residential trash routes completed on the day scheduled for collection	99.00%	98.00%	100.00%	100.00%
Percent of residential recycling routes completed on the day scheduled for collection	99.00%	100.00%	100.00%	100.00%
Percent of physically challenged routes completed on the day scheduled for collection	99.00%	98.00%	100.00%	100.00%
Percent of bulk/brush routes completed on the day scheduled for collection	97.00%	98.00%	100.00%	100.00%
Percent of residents who have complied with City codes after being contacted by the Solid Waste Collection Inspector for compliance to City Code	79.00%	82.00%	85.00%	87.00%
Percent of residents from Citizens Survey who rate weekly trash collection as "good" or "excellent"	85.90%	N/A	95.00%	N/A
Percent of residents from Citizens Survey who rate weekly bulk/brush collection as "good" or "excellent"	76.50%	N/A	90.00%	N/A
Percent of residents from Citizens Survey who rate the recycling services as "good" or "excellent"	77.70%	N/A	90.00%	N/A
Tons of recyclable material collected as a percent of all refuse and recyclable material collected *	N/A	N/A	42.00%	45.00%
Percent of residents from Citizen Survey who rate the current level of bagged leaf collection service as "good" or "excellent" *	71.60%	N/A	75.00%	N/A

\* This is a new performance measure for FY06-07 and beyond.

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$2,178,385	\$2,366,205	\$2,434,861	\$2,502,543	\$2,606,435
Operating Expenditures	2,986,844	3,105,315	3,115,668	3,101,000	3,101,000
Internal Services	1,006,105	1,235,265	1,268,834	1,279,289	1,279,289
Capital Outlay/Depreciation	0	0	0	0	0
<b>TOTAL</b>	<b>\$6,171,334</b>	<b>\$6,706,785</b>	<b>\$6,819,363</b>	<b>\$6,882,832</b>	<b>\$6,986,724</b>

<b>POSITION SUMMARY</b>	<b>63.0</b>	<b>63.0</b>	<b>63.0</b>	<b>63.0</b>	<b>63.0</b>
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# TELECOMMUNICATIONS

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## **Department Mission Statement:**

The mission of the Telecommunications Division of the Department of Technology is to ensure effective radio, telephone and video capabilities for all City agencies and departments. This is accomplished through technology planning, infrastructure deployment and on-going maintenance of communications equipment. Cost effective regional solutions are pursued in cooperation with Roanoke County and local jurisdictions.



## **Key Businesses and Business Activities:**

1. To provide the necessary support to engineer, maintain and operate cost-effective solutions for radio, telephone, and other communication system needs across all City agencies and Departments. Continue to pursue regional efficiencies through shared infrastructure with Roanoke County and surrounding jurisdictions.

## **Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:**

The key businesses and activities of the Telecommunications Division of the Department of Technology link to City Council's Vision Statement is in the focus areas of Public Safety Services and Effective Government (Regional Cooperation and Performance Improvement).

Key business and activities are also linked to the City's Comprehensive Plan (Vision 2001) in the element areas of Transportation and Infrastructure and Public Safety and Services.

## **Strategic Goals**

1. Technology Planning  
Technology Planning - Work with Roanoke County and Vinton to develop a strategy for adopting digital radio frequency technology.
2. Technology Deployment & Maintenance  
Identify the most critical radio and telephone communications needs of the City and deploy technology within the annual budget process to meet these needs, including, maintaining, and installing all radio systems; maintaining City-Wide telephone system; maintaining closed circuit TV cameras, monitors, intercoms, and alerting systems in the Roanoke City Jail; maintaining public address systems City-Wide; oversee the installation and maintenance of the network infrastructure in the fiber and cabling areas and maintain as required.
3. Regional Cooperation  
Continue to partner with Roanoke County to identify important cost effective ways to enhance the regional 800MHz radio system, and to manage a shared maintenance plan for the system. Work with other local agencies to join our radio system which would further regional cooperation. Enhance the mobile data system by working with Roanoke County, Vinton and the Virginia State Police to develop all frequencies allocated to us by the FCC.
4. Operations and Availability  
Radio and telephone systems will be available 24 x 7 to all City agencies and departments; other than for scheduled maintenance.

## TELECOMMUNICATIONS

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Percent of calls to repair and/or replace mobile units responded to within 1 hour	97.00%	97.50%	98.00%	98.00%
Percent of service calls (outside shop) responded to within 2 hours	93.00%	98.00%	95.00%	95.00%
Percent of telephone service calls responded to within 2 hours	92.00%	94.00%	95.00%	95.00%
Percent of priority repairs (sirens, radars, headset units, etc.) responded to within 3 hours	52.00%	50.00%	80.00%	80.00%
Percent of scheduled availability of telephone system	100.00%	100.00%	100.00%	100.00%
Total number of radio communication devices managed by the Telecommunications group *	N/A	N/A	1,950.00	1,950.00
Total number of telephone units managed by the Telecommunications group *	N/A	N/A	1,487.00	1,487.00
Percent of radio system requests with zero wait time *	N/A	N/A	100.00%	100.00%

\* This is a new performance measure for FY06-07 and beyond.

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$288,950	\$308,946	\$358,873	\$364,418	\$377,216
Operating Expenditures	248,723	261,754	243,369	241,964	241,964
Internal Services	37,430	38,198	42,002	39,366	39,366
<b>TOTAL</b>	<b>\$575,103</b>	<b>\$608,898</b>	<b>\$644,244</b>	<b>\$645,748</b>	<b>\$658,546</b>

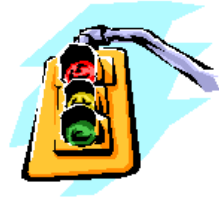
<b>POSITION SUMMARY</b>	<b>5.0</b>	<b>7.0</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>
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# TRANSPORTATION - Engineering & Operations

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## Department Mission Statement:

We are a diverse, responsible and dedicated team who construct and maintain components of the roadway system mandated by state and federal guidelines. Our commitment is to provide quality service, support economic development and improve our citizens' quality of life."



## Key Businesses and Business Activities:

- † Traffic Control & Lighting  
Construct, maintain, and operate traffic control devices (including signs, signals and pavement markings) that facilitate the safe and efficient use of the City's streets and sidewalks.
- † Transportation Engineering, Planning & Project Coordination  
Provide transportation engineering, planning, and project coordination services that promote the safe and efficient use of the City's streets and sidewalks.

## Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:

The Division of Transportation - Engineering and Operations Section key businesses and activities link to City Council's Vision Statement in the focus areas of Effective Government (regional cooperation, performance improvements), Economy (Transportation) and Quality of Life (natural environmental protection, neighborhood improvements and recreation).

Key businesses and activities also link to the City's Comprehensive Plan (Vision 2001) in the focus area of Transportation and Infrastructure (well-designed streets that support auto, transit, pedestrian and bicycle traffic).

## Strategic Goals

1. Maximize the efficiency of division operations and align work priorities and responses to citizen requests with the Division's mission and City Council priorities. Conduct business in a manner that meets or exceeds environmental and safety requirements. In the coming year, this will be accomplished through:
  - Traffic Control & Lighting - Maintain traffic control devices in accordance with applicable State and Federal guidelines to ensure that City streets are safe and efficient. Any identified hazards and operational deficiencies shall be addressed expeditiously to protect the public from harm.
  - Transportation Engineering, Planning & Project Coordination - Plan and engineer the transportation system to ensure safe and efficient multi-modal transportation operations. Plan and coordinate with internal and external entities to ensure the proper planning and management of transportation issues within the City.

## TRANSPORTATION - Engineering & Operations

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Percent of damaged / missing stop signs and malfunctioning traffic signals repaired within 8 hours following problem identification	99.00%	99.00%	98.00%	98.00%
Percent of traffic responsive detection systems repaired within 12 weeks following problem identification	75.00%	60.00%	75.00%	75.00%
Percent of transportation engineering field reviews and assessments completed within 10 business days	99.00%	95.00%	95.00%	95.00%
Percent of transportation engineering studies and investigations completed within 6 weeks	95.00%	95.00%	95.00%	95.00%
Percent adherence to established pavement marking schedule	100.00%	85.00%	95.00%	95.00%

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$1,006,765	\$925,413	\$1,111,979	\$1,101,510	\$1,132,721
Operating Expenditures	347,162	372,813	378,636	343,025	346,640
Internal Services	105,125	122,774	113,011	126,868	126,868
Capital Outlay/Depreciation	28,500	5,875	0	0	0
<b>TOTAL</b>	<b>\$1,487,552</b>	<b>\$1,426,875</b>	<b>\$1,603,626</b>	<b>\$1,571,403</b>	<b>\$1,606,229</b>

<b>POSITION SUMMARY</b>	<b>24.0</b>	<b>24.0</b>	<b>24.0</b>	<b>24.0</b>	<b>24.0</b>
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## TRANSPORTATION - Paving Program

### Department Mission Statement:

The paving program is managed by the Transportation Division, which has the following mission:

"We are a diverse, responsible and dedicated team who construct and maintain components of the roadway system mandated by state and federal guidelines. Our commitment is to provide quality service, support economic development and improve our citizens' quality of life."

### Key Businesses and Business Activities:

- Transportation Infrastructure Maintenance - Street Paving Program - Resurface City streets to provide safe, rideable roads for motorists, bicyclists and transit to enhance the quality and livability of the City.

### Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:

The Street Paving Program is linked to City Council's Vision Statement in the focus areas of Effective Government (performance improvements), Economy (transportation) and Quality of Life (neighborhood improvements and recreation).

The Street Paving Program is also linked to the City's Comprehensive Plan (Vision 2001) in the focus area of Transportation and Infrastructure (well-designed streets that support auto, transit, pedestrian and bicycle traffic).

### Strategic Goals

- Maximize the efficiency of division operations and align work priorities and responses to citizen requests with the Division's mission and City Council priorities.
- Conduct business in a manner that meets or exceeds environmental and safety requirements.

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Number of lane miles to be resurfaced *	56.90	41.00	57.00	79.00
Percent of streets resurfaced in accordance with annual resurfacing contract schedule **	88.00%	72.00%	72.00%	57.00%
Percent of residents from Citizen Survey who rate street paving, maintenance, and repair as "good" or "excellent" ***	40.40%	N/A	45.00%	N/A

\* During FY06-07, the Transportation Division determined this number should be adjusted to 79 lane-miles. However, because the FY06-07 budget was already established, the goal for FY06-07 remains at 57 lane-miles as was used previously.

\*\* The number of lane-miles paved in FY07-08 remains the same as for FY06-07 (41 lane-miles) pending receipt of any additional funding that would permit the number of lane-miles paved to increase.

\*\*\* This is a new performance measure for FY06-07 and beyond.

## TRANSPORTATION - Paving Program

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Operating Expenditures	\$2,099,270	\$2,676,551	\$2,646,111	\$2,964,111	\$2,964,111
Capital Outlay/Depreciation	202,514	0	0	0	0
<b>TOTAL</b>	<b>\$2,301,784</b>	<b>\$2,676,551</b>	<b>\$2,646,111</b>	<b>\$2,964,111</b>	<b>\$2,964,111</b>
<b>POSITION SUMMARY</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>





## TRANSPORTATION - Snow Removal

### Department Mission Statement:

The Snow Removal Program is managed by the Transportation Division which has the following mission:

"We are a diverse, responsible and dedicated team who construct and maintain components of the roadway system mandated by state and federal guidelines. Our commitment is to provide quality service, support economic development and improve our citizens' quality of life."

### Key Businesses and Business Activities:

- Street & Sidewalk Cleaning & Clearing - Snow Removal - Remove snow and ice from all City streets and other public properties to facilitate safe vehicular and pedestrian travel.

### Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:

Snow removal is linked to City Council's Vision Statement in the focus areas of Effective Government (performance improvements) and Economy (transportation).

Snow removal activities are not addressed in the City's Comprehensive Plan (Vision 2001).

### Strategic Goals

- Maximize the efficiency of division operations and align work priorities and responses to citizen requests with the division's mission and City Council priorities.
- Conduct business in a manner that meets or exceeds environmental and safety requirements.
- Improve compliance with removal goals.

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Percent of priority 1 and 2 routes plowed and treated within 24 hours of the end of snow and ice accumulation	95.00%	75.00%	95.00%	80.00%
Percent of priority 3 and 4 routes plowed and treated within 24 hours of the completion of priority 1 and 2 routes	90.00%	70.00%	90.00%	75.00%
Percent of residents from Citizen Survey who rate the removal of snow and ice from City streets as "good" or "excellent" *	66.90%	N/A	67.00%	N/A

\* This is a new performance measure for FY06-07 and beyond.

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$111,124	\$91,131	\$42,643	\$42,643	\$42,643
Operating Expenditures	349,986	237,337	207,797	207,171	190,637
Internal Services	0	0	0	0	0
Capital Outlay/Depreciation	16,836	28,194	0	0	0
<b>TOTAL</b>	<b>\$477,946</b>	<b>\$356,662</b>	<b>\$250,440</b>	<b>\$249,814</b>	<b>\$233,280</b>

<b>POSITION SUMMARY</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
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## TRANSPORTATION - Street Lighting

### Department Mission Statement:

The street lighting program is managed by the Division of Transportation which has the following mission:

"We are a diverse, responsible and dedicated team who construct and maintain components of the roadway system mandated by state and federal guidelines. Our commitment is to provide quality service, support economic development and improve our citizens' quality of life."

### Key Businesses and Business Activities:

- 1. Traffic Control and Lighting - Street Lighting - Operate, maintain, and administer the City's street light system.

### Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:

Street lighting links to City Council's Vision Statement in the focus areas of Effective Government (performance improvements), Economy (transportation) and Quality of Life (neighborhood improvements and recreation).

Street lighting also links to the City's Comprehensive Plan (Vision 2001) in the focus area of Transportation and Infrastructure (well-designed streets that support auto, transit, pedestrian and bicycle traffic).

### Strategic Goals

1. Maximize the efficiency of division operations and align work priorities and responses to citizen requests with the Division's mission and City Council priorities.
2. Conduct business in a manner that meets or exceeds environmental and safety requirements.

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Percent of City-maintained street lights repaired within 5 business days following identification of failure	95.00%	95.00%	95.00%	95.00%
Percent of residents from Citizen Survey who rate street lighting as "good" or "excellent" *	68.70%	N/A	70.00%	N/A

\* This is a new performance measure for FY06-07 and beyond.

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Operating Expenditures	\$929,241	\$976,674	\$939,489	\$953,624	\$955,989
<b>TOTAL</b>	<b>\$929,241</b>	<b>\$976,674</b>	<b>\$939,489</b>	<b>\$953,624</b>	<b>\$955,989</b>

<b>POSITION SUMMARY</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
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## TRANSPORTATION - Street Maintenance

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### **Department Mission Statement:**

We are a diverse, responsible and dedicated team who construct and maintain components of the roadway system mandated by state and federal guidelines. Our commitment is to provide quality service, support economic development and improve our citizens' quality of life.

### **Key Businesses and Business Activities:**

- | Transportation Infrastructure Maintenance  
Construct and maintain streets, alleys, sidewalks, bridges and on-street bicycle facilities.
- | Transportation Landscape Maintenance  
Establish and maintain turfgrass within City rights of way and control right-of-way vegetation.
- | Stormwater Drainage System Maintenance  
Clean storm drains, provide general erosion control, and maintain curb & gutter and shoulder & ditch roadway sections.
- | Street & Sidewalk Cleaning & Clearing  
Clean streets and sidewalks by sweeping streets, cleaning the CBD, picking up trash and dead animals, and managing the "Adopt A Highway" program. Clear streets and sidewalks following various storm events.
- | Special Support Services  
Manage the collection of loose leaves during the fall season.

### **Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:**

The Division of Transportation - Maintenance Section key businesses and activities link to City Council's Vision Statement in the focus areas of Effective Government (performance improvements), Economy (Transportation) and Quality of Life (natural environmental protection, neighborhood improvements and recreation).

Key businesses and activities also link to the City's Comprehensive Plan (Vision 2001) in the focus area of Transportation and Infrastructure (well-designed streets that support auto, transit, pedestrian and bicycle traffic).

### **Strategic Goals**

1. Maximize the efficiency of division operations and align work priorities and responses to citizen request with the division's mission and Council priorities.
2. Conduct business in a manner that meets or exceeds environmental and safety requirements.
3. Work towards decreasing the backlog of requests for curb, gutter, and sidewalk repairs.
4. Improve and increase efforts to maintain bridges.

## TRANSPORTATION - Street Maintenance

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Percent of small to moderate size (25 Sq. Ft. or less) roadway defects repaired within 3 business days following identification (weather permitting)	95.00%	85.00%	95.00%	90.00%
Percent of sidewalk defects repaired within 120 days of identification	65.00%	42.00%	65.00%	40.00%
Percent adherence to established mowing schedule	95.00%	93.00%	85.00%	90.00%
Percent of identified stormwater drainage system blockages cleared within 24 hours of identification	70.00%	60.00%	70.00%	70.00%
Percent of roadway debris and dead animals removed within 24 hours of identification	100.00%	57.00%	100.00%	70.00%
Percent adherence to established street sweeping schedule	75.00%	68.00%	75.00%	75.00%
Percent of residents from Citizen Survey who rate the mowing of rights-of-way, street medians, and roadsides as "good" or "excellent" *	66.70%	N/A	70.00%	N/A
Percent of residents from Citizen Survey who rate street sweeping as "good" or "excellent" *	54.20%	N/A	55.00%	N/A
Percent of residents from Citizen Survey who rate the maintenance of the City's existing sidewalks as "good" or "excellent" *	49.30%	N/A	50.00%	N/A
Percent of residents from Citizen Survey who rate the maintenance of the storm drainage systems as "good" or "excellent" *	52.70%	N/A	53.00%	N/A
Percent of residents from Citizen Survey who rate the current level of loose leaf collection service as "good" or "excellent" *	60.50%	N/A	65.00%	N/A

\* This is a new performance measure for FY06-07 and beyond.

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$2,773,318	\$2,685,807	\$3,024,936	\$3,053,215	\$3,177,656
Operating Expenditures	900,748	853,296	879,315	1,152,638	1,163,192
Internal Services	730,764	909,159	965,820	964,425	964,425
Capital Outlay/Depreciation	0	0	0	0	0
<b>TOTAL</b>	<b>\$4,404,830</b>	<b>\$4,448,262</b>	<b>\$4,870,071</b>	<b>\$5,170,278</b>	<b>\$5,305,273</b>

<b>POSITION SUMMARY</b>	<b>75.0</b>	<b>74.0</b>	<b>73.0</b>	<b>73.0</b>	<b>73.0</b>
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# PROPRIETARY FUNDS

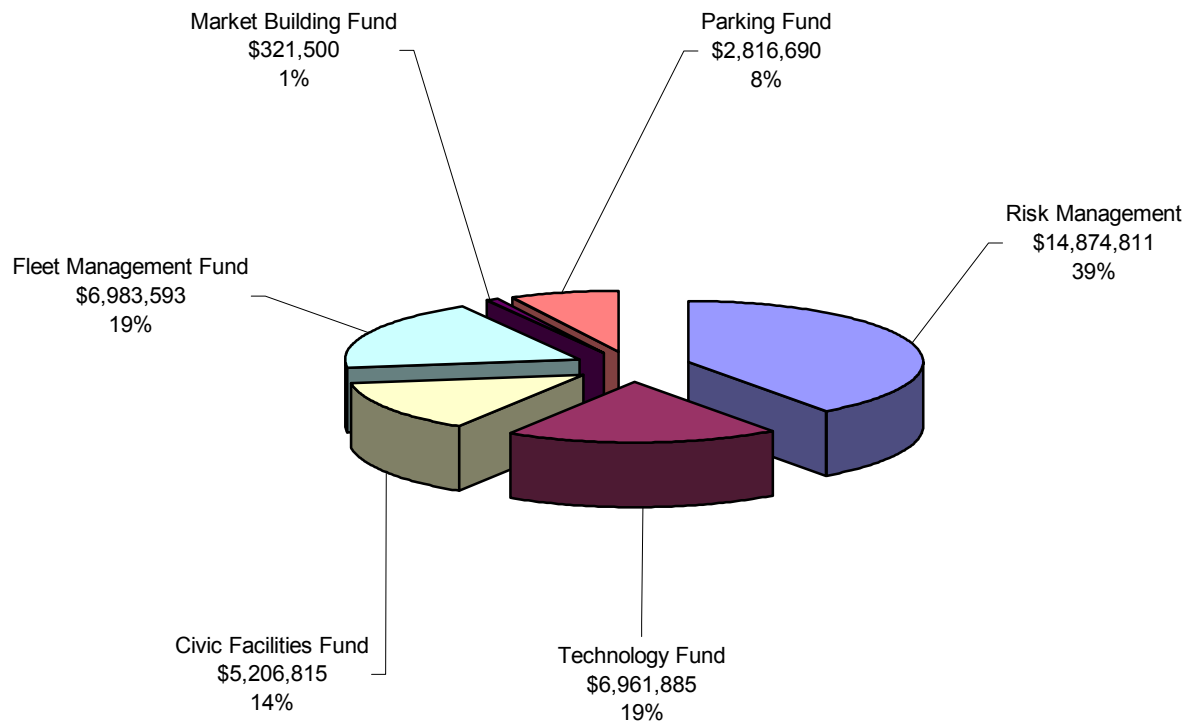
## SECTION SUMMARY - PROPRIETARY FUNDS

PROPRIETARY FUNDS	PAGE	ADOPTED BUDGET 2006-07	ADOPTED BUDGET 2007-08	DOLLAR INCREASE (DECREASE)	PERCENTAGE INCREASE (DECREASE)	LOCAL FUNDS *
ENTERPRISE FUNDS:						
CIVIC FACILITIES FUND	3	5,896,954	5,206,815	( 690,139)	-11.70%	5,206,815
MARKET BUILDING FUND	9	321,500	321,500	0	0.00%	321,500
PARKING FUNDS	11	2,720,000	2,816,690	96,690	3.55%	2,816,690
INTERNAL SERVICE FUNDS:						
FLEET MANAGEMENT FUND	14	6,140,468	6,983,593	843,125	13.73%	6,983,593
RISK MANAGEMENT	16	15,577,367	14,874,811	( 702,556)	-4.51%	14,874,811
TECHNOLOGY FUND	18	6,501,281	6,961,885	460,604	7.08%	6,961,885
<b>TOTAL - PROPRIETARY FUNDS</b>		<b>37,157,570</b>	<b>37,165,294</b>	<b>7,724</b>	<b>0.02%</b>	<b>37,165,294</b>

\*Local funds only - Reimbursements received for operational expenses from State and Federal governments have been excluded.

## SECTION SUMMARY - PROPRIETARY FUNDS

### Section Summary - Proprietary Funds \$37,165,294



## CIVIC FACILITIES FUND

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### Department Mission Statement:

The mission of Civic Facilities is to provide a professionally staffed, full-service facility which allows us to meet the economic, entertainment, and cultural needs of the community.

### Key Businesses and Business Activities:

- I Administrative
  - Responds to the public
  - Interacts with City Manager's Office, Civic Center Commissioner and other City departments
  - Negotiates and approves lease agreements and service contracts
  - Serves as main client contact and receptionist - Senior Secretary
  - Provides clerical assistance - Senior Secretary
  - Oversees entire department
  - Develops, monitors, and approves budget
- I Accounting
  - Prepares operating budget
  - Prepares capital budget
  - Manages human resources and payroll
  - Oversees operating and event payables
  - Controls event billing, collections, and settlement
  - Monitors and creates reports of accounts
- I Event Services
  - Coordinates events
  - Communicates with clients
  - Provides event staffing
  - Promotes customer service
  - Trains employees (TIPS, safety awareness, customer service)
  - Oversees parking and transportation
- I Food and Beverage
  - Provides catering and concessions services
  - Generates revenue through food service
  - Maintains equipment and projects future needs
  - Hires contract groups for concessions
  - Trains employees (TIPS)
  - Manages Encore Grille and Replays Lounge
- I Event Operations
  - Oversees housekeeping and aesthetics
  - Maintains electrical, plumbing and HVAC for Civic Center and Victory Stadium
  - Sets up and staffs events
  - Maintains equipment
  - Provides landscape maintenance
  - Monitors fire watch and facility security



## CIVIC FACILITIES FUND

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- I. Sales and Marketing
  - Schedules events and leases venue
  - Administers contracts
  - Markets facility to potential users
  - Markets events to customers
  - Sells advertising and sponsorships
  - Administers EBMS
  - Administers website and marquees
- I. Ticket Office
  - Sets up tickets for events
  - Provides customer service
  - Oversees cash operations for facility
  - Settles events and develops reports

### **Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:**

The key business and activities of the Department of Civic Facilities link to City Council's vision in the focus areas of Effective Government (community involvement), Economy (business development and growth), and Quality of Life (culture, recreational and entertainment opportunities).

Key business and activities also link to the City's Comprehensive Plan (Vision 2001) in the areas of Environmental and Cultural Resources (entertainment and cultural attractions), Economic Development (mix of event activities that contribute to the lifestyle and unique qualities of the community), and City Design (finalized plans and construction of the Civic Center expansion and improvements).

### **Strategic Goals**

1. Accounting
  - Refine revenue accrual / reconciliation procedure between EBMS and the City's Financial System.
  - Fully implement Accounting Policies and Procedures.
  - Train and familiarize new Fiscal Officer with City's procedures and interrelated departments (Finance, OMB, and Purchasing).
  - Develop annual monitoring and tracking system for inventory using EBMS.
  - Cross train Accounting staff to ensure continuation of service during long-term.
  - Identify separate cost centers to refine expenditure tracking.
2. Event Services
  - Increase and maintain a professional level of customer service and employee satisfaction.
  - Continue tracking expenses and revenues of the Event Services Department.
  - Maintain an accurate inventory of Event Services equipment and that which is used by IATSE.
  - Take advantage of industry and local training opportunities and information.
  - Increase community relations as guest speaker in order to take advantage of informational and educational opportunities. Also show appreciation to tenants/promoters.
  - Provide adequate staffing levels for events.
  - Increase technological effectiveness of the department through EBMS and Visio.
  - Provide programs and opportunities for training and development in TIPS, QBQ, and Safety Awareness.

## CIVIC FACILITIES FUND

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### 3. Food and Beverage

- Assess professional development and growth opportunities available to all management personnel.
- Assess training opportunities available to all hourly food and beverage personnel.
- Prioritize the importance of overall Civic Center training on alcohol awareness and public safety.
- Continue to research industry specific software to better assist the Food and Beverage department.
- Continue to research cash handling equipment in each stand and utilize current technology for a more efficient and effective sales environment.
- Pursue a program to provide patrons with the option to pay by credit card, utilizing wireless technology.
- Research and identify opportunities to increase catering revenues.
- Be involved in the planning and implementation of converting the current box office into another branded concession stand and concourse kitchen.
- Promote and initiate partnerships with other franchises for continued growth and development.
- Prepare for the needs associated with Phase II Exhibit Hall.
- Increase budget for expendable equipment expenses to meet and improve current conditions within the department.
- Budget for catering uniforms to increase and improve a professional look.
- Replace current condiment stations.
- Improve informational food and beverage signage inside and outside of the facility.
- Create method to recognize and identify the working volunteer labor groups.
- Refurbish the two current identification booths and purchase two additional identification booths.
- Upgrade security for existing concessions stands.
- Continue to promote, pursue, research, and review opportunities for catering business relationships in the community.
- Identify and evaluate the potential increase in labor requirements, as a result of Civic Center expansion.
- Strive to obtain new ABC legislation changes which will greatly affect alcohol beverage sales and service at the Civic Center.
- Continue to introduce new and better products to keep up with and exceed customer expectations.

### 4. Operations

- Continue to improve the exterior appearance of the Roanoke Civic Center following Phase II construction.
- Continue to improve the interior appearance of the Civic Center of the Coliseum and Community Hall (Old Exhibit Hall).
- Continue to improve interior and exterior wayfinding signage at the Civic Center, including the Special Events Center
- Improve fire and security systems.
- Identify and increased requirements for supplies, materials, utilities, and staffing due to Special Events Center opening.
- Determine utility rates for new tenant, WSET.
- Develop aggressive maintenance and repair program, and overhaul 35 year old mechanical systems.
- Fully utilize EBMS Maintenance software program.

## CIVIC FACILITIES FUND

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### 5. Sales and Marketing

- Enhance the facility's image.
- Promote better customer relations.
- Increase and schedule more diversified events by 25% annually.
- Produce in-house sponsored events
- Implement long-range marketing plan for the Roanoke Civic Center and publicity plan for Phase II renovations.
- Continue marketing plan to increase awareness and utilization of Food and Beverage service.
- Maximize the use of technology to operate and market the Roanoke Civic Center effectively.
- Redevelop Civic Center website, including the Special Events Center and food and beverage menus for online selections.
- Attract younger audiences through non-traditional advertising and internet communications.

### 6. Ticket Office

- Create leaders at every level that possess the required skills and knowledge to effectively and efficiently provide ticketing services for the Roanoke Civic Center.
- Maintain a roster of the part-time seller staff in order to meet the event needs, business demands and to provide coverage in extreme situations.
- Provide the staff the opportunity to grow and develop in order to equip them with skills and knowledge to provide exceptional customer service.
- Ticket Office staff will participate in City sponsored and on-line training sessions.
- Actively participate in the marketing and promotion of events and the facility.
- Upsell special offers, such as group sales, season tickets, Broadway Buffet, and Supper with the Symphony.
- Continue to provide excellent customer service to our patrons and tenants, internal and external.
- Maximize the financial effectiveness of ticket operations for the Roanoke Civic Center.
- Utilize EBMS technology in the Ticket Office to increase efficiency and customer service, and provide pre- and post- event information.

### 7. Co-Promotions

- Exercise authority to renew our contractual partnership with JAM Theatricals for an additional 2 years, effective July 1, 2007 in order to continue to offer a high quality Broadway series.

### 8. Roanoke Civic Center Overall Goal

- Provide excellent customer service and first impressions for patrons and clients in all areas of operation, including administration, booking, marketing, food and beverage, box office, parking and traffic management, event coordination, staffing, financial, maintenance and operations services.

## CIVIC FACILITIES FUND

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Percent of excellent/good ratings on Client Surveys	N/A	100.00%	95.00%	95.00%
Percent of residents from the Annual Citizen Survey that rate the quality of events offered by the Civic Center as "good" or "excellent" *	N/A	N/A	75.00%	N/A
Percent of residents from the Annual Citizen Survey that rate the availability of parking at the Civic Center as "good" or "excellent" **	45.20%	N/A	50.00%	N/A
Percent of employees who receive 10 hours of training annually	N/A	100.00%	100.00%	100.00%
Percent of scheduled maintenance projects completed ***	N/A	N/A	70.00%	75.00%
Percent of 365 days booked for Coliseum ***	N/A	N/A	30.00%	40.00%
Percent of 365 days booked for the Performing Arts Theatre ***	N/A	N/A	35.00%	45.00%
Percent of 365 days booked for the Exhibit Hall ***	N/A	N/A	40.00%	40.00%
Percent of 365 days booked for the Special Events Center *** ^	N/A	N/A	10.00%	40.00%
Net profit from concessions as a percent of gross sales *** ^^	N/A	N/A	52.00%	57.00%
Net profit from catering as a percent of gross sales *** ^^	N/A	N/A	20.00%	30.00%
Citizens' perception from the Citizen Survey of how safe they feel in the Civic Center parking lot ("Very Safe" or "Somewhat Safe") ***	82.60%	N/A	86.70%	N/A

\* Citizen Survey is now done bi-annually, with next one planned for FY06-07.

\*\* In FY05-06, parking and shuttles were the only reported areas of dissatisfaction. With the opening of the Special Events Center, these two areas will be even more problematic from a budgetary and customer service standpoint. However, greater measures have been taken to improve the customer's travel experience.

\*\*\* This is a new performance measure for FY06-07.

^ Facility scheduled to open Spring 2007.

^^ Net profit would increase further contingent upon buildout of additional concessions stands in the Coliseum and Special Events Center.

^^^ Increased sales due to new Special Events Center opening but contingent upon new kitchen.

## CIVIC FACILITIES FUND

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$1,953,175	\$2,106,839	\$2,307,382	\$2,028,792	\$2,028,792
Operating Expenditures	1,880,072	1,928,912	2,539,603	2,149,239	2,149,239
Internal Services	154,001	289,854	295,202	312,474	312,474
Capital Outlay/Depreciation	594,650	714,855	83,369	61,869	61,869
Non-Operating	102,354	91,349	671,398	654,441	654,441
<b>TOTAL</b>	<b>\$4,684,252</b>	<b>\$5,131,809</b>	<b>\$5,896,954</b>	<b>\$5,206,815</b>	<b>\$5,206,815</b>
<b>POSITION SUMMARY</b>	<b>43.0</b>	<b>42.0</b>	<b>42.0</b>	<b>37.0</b>	<b>37.0</b>

## MARKET BUILDING FUND

### Department Mission Statement:

The Market Building will be the focal point of Downtown Roanoke, housing retail merchants and restaurants offering a variety of cuisines, which will further enhance the vitality of Downtown Roanoke.

### Key Businesses and Business Activities:

- | Provide restaurant and retail space for small and growing restaurants and other retail businesses.
- | Act as center piece of downtown creating synergy that sparks other retail development in the downtown.
- | A tourist destination for visitors to the Roanoke Valley.
- | Primary catalyst for development of the downtown market area.

### Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:

The Market Building key businesses and business activities link to City Council's Vision Statement in the focus area of Economy as it is a draw to tourists visiting the area, and it helps to promote the vibrant nature of downtown. The link to the Vision 2001/2020 is found under the Economic Development section which states the downtown will continue to act as the region's center while providing various opportunities including retail business opportunities.

### Strategic Goals

1. Improve the overall image of the Market Building by consistently meeting high standards of cleanliness, maintenance and appearance, in order to be the focal point of Downtown Roanoke.
2. The Market Building management team will charge market rate rents for space offered for lease and reduce operating expenses with the intention of improving the net operating income and making the facility self-sufficient.
3. The management team will maximize the occupancy of vendors in the facility by effectively advertising available space and incorporating an appropriate tenant mix.
4. Increase patronage to the Market Building by establishing an effective marketing campaign and promotional offers that will bring customers to the facility.
5. Initiate a strategic plan for short-term and long-term investments in the facility to provide increased opportunities for revenue generation.

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Percent change in net operating income over the previous year *	N/A	50.00%	10.00%	10.00%
Percent of first floor of Market Building leased	N/A	81.00%	90.00%	90.00%
Percent increase in annual revenue over previous year **	N/A	N/A	5.00%	5.00%
Percent of customers surveyed who were satisfied with their Market Building visit **	N/A	N/A	70.00%	80.00%

\* The 50% shown as the actual result for FY05-06 represents a 50% reduction from the net loss incurred in FY04-05.

\*\* This is a new performance measure for FY06-07.

## MARKET BUILDING FUND

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Operating Expenditures	\$372,836	\$359,402	\$321,500	\$321,500	\$321,500
Internal Services	0	758	0	0	0
Capital Outlay/Depreciation	8,772	7,930	0	0	0
<b>TOTAL</b>	<b>\$381,608</b>	<b>\$368,090</b>	<b>\$321,500</b>	<b>\$321,500</b>	<b>\$321,500</b>

<b>POSITION SUMMARY</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
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## PARKING FUND

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### **Department Mission Statement:**

The mission of the Parking Fund is to provide safe, adequate, convenient and customer-friendly parking as a means to support economic productivity, employment, business activity, tourism, downtown living, and community investment in the downtown community.

### **Key Businesses and Business Activities:**

- † Development of parking strategies and the provision of parking solutions to enhance the ability of the downtown community to support and increase economic productivity and investment.
- † The administration of a professional parking management program to operate and maintain the City's owned and/or controlled parking facilities.

### **Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:**

The key businesses and activities of the Parking Fund link to the City Council Vision Statement in the focus area of Economy. In order to support current businesses and recruit new businesses to the downtown area, parking has to be available for employees and patrons. The key businesses and activities link to Vision 2001 Comprehensive Plan in the areas of Economic Development, Infrastructure and Neighborhoods. Under Economic Development the key businesses/activities link to downtown development. Under Infrastructure they link to the provision and maintenance of safe, secure and accessible structured downtown parking. Under Neighborhoods, they link to the development and growth of the downtown neighborhood which will support a mix of high-density, residential, commercial, retail and live/work spaces.

### **Strategic Goals**

1. FY08 Strategic Goals  
Development of a comprehensive parking management program for the downtown area that will optimize the use of all existing public parking options, and, promote parking in a comprehensive and centralized manner for the benefit of residents, students, visitors, employees and employers.
2. Development of additional parking structures to meet the comprehensive parking needs of downtown growth areas, the effective use of the current city parking facilities to provide for mixed-uses including long term, daily, downtown residential, special event/concert parking, and the integration of both on and off street parking patterns into a complete parking management system in conjunction with the City's overall transportation, residential and economic development strategy.



## PARKING FUND

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Number of complaints received annually related to City-owned parking facilities being considered unsafe or in undesirable condition	9.00	5.00	5.00	3.00
Number of complaints received annually at City-owned parking facilities related to customer service	3.00	8.00	5.00	5.00
Percent of communications/marketing plan implemented that educates the public to the availability, location, and benefits of using City-owned, and/or controlled parking facilities in downtown Roanoke	80.00%	80.00%	91.00%	95.00%
Percent of patrons satisfied with the overall standards of City parking facilities	97.00%	95.00%	98.00%	98.00%
Maximization percent of long-term parking spaces throughout the City parking system	87.00%	91.00%	98.00%	98.00%
Percent of parking spaces priced at market rate *	51.00%	51.00%	78.00%	80.00%
Percent of public that is aware of the location of City parking facilities	80.00%	85.00%	92.00%	95.00%
Collection rate of all parking fees	95.00%	96.00%	98.00%	98.00%
Accuracy rate of all access, revenue, and control equipment at City parking garages	95.00%	90.00%	100.00%	100.00%
Percent of citizens responding to the Citizen Survey that rate the City's parking facilities as "good" or "excellent"	54.10%	N/A	58.00%	N/A
Percent of current patrons of the City's downtown off-street parking facilities responding to the annual Park Roanoke customer survey that rate the facilities as "good" or "excellent" **	N/A	N/A	92.00%	95.00%

\* In FY 2005-06, there was a change in how the results of this performance measure are calculated.

\*\* The "actual results" for this performance measure for FY06-07 are 92%.

## PARKING FUND

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Center in the Square Garage	\$160,429	\$167,787	\$155,465	\$248,909	\$248,909
Church Avenue Garage	375,225	349,276	349,695	320,469	320,469
Elmwood Lot	36,853	35,343	35,235	32,285	32,285
Elmwood Park Garage	209,535	197,980	222,833	160,808	160,808
Gainsboro Garage	196,956	211,680	141,417	149,075	149,075
Higher Ed Center Lot	18,324	21,049	22,610	21,101	21,101
Market Garage	145,128	223,749	196,045	156,487	156,487
Market Lot	4,106	12,727	4,140	15,638	15,638
Non Operating Expenses - Trans Fd	322,742	281,270	1,257,191	1,443,679	1,378,462
Norfolk Avenue Lot	19,077	0	0	0	0
Tower Garage	424,681	433,002	259,744	229,095	229,095
Warehouse Row Lot	7,176	11,565	8,312	15,270	15,270
Williamson Lot	29,271	32,426	7,551	26,495	26,495
Personal Services	52,610	58,722	59,762	60,289	62,596
<b>TOTAL</b>	<b>\$2,002,113</b>	<b>\$2,036,576</b>	<b>\$2,720,000</b>	<b>\$2,879,600</b>	<b>\$2,816,690</b>

<b>POSITION SUMMARY</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
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## FLEET MANAGEMENT FUND

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### Department Mission Statement:

Our mission is to provide vehicles and equipment that are safe, reliable and efficient; maintained in a cost-effective manner, utilizing the most current diagnostic and repair equipment. As a matter of course, we shall provide an outstanding level of service to our customers and provide opportunities for our employees to experience both personal and professional growth. We shall work as a team in achieving all goals and objectives set forth.



### Key Businesses and Business Activities:

- Fleet Services  
Provide vehicle/equipment selection and purchasing services.  
Provide vehicle/equipment maintenance repair and support  
Maintain vehicle/equipment parts inventory and warehouse  
Provide fuel for vehicles/equipment utilized by City departments
- Fleet Rental Services  
Administer program of contract rental vehicles/equipment via Enterprise Rent-A-Car.

### Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:

The key businesses and activities of the Fleet Management Fund link to City Council's Vision Statement in the focus areas of Effective Government (performance improvements).

Fleet Management's key businesses and activities also directly link to the City's Comprehensive Plan (Vision 2001) in the category of Public Safety and Services, helping to facilitate the delivery of high quality, effective services.

### Strategic Goals

1. Provide maintenance services for City vehicles/equipment to meet or exceed established standards for fleet availability and turnaround time.
2. Conduct semi-annual meetings with Fleet and all of its user groups (customers).
3. Maintain on-going evaluations of vehicles/equipment with regard to utilization and reduce where possible.
4. Attain ASE Blue Seal status.
5. Evaluate and re-define replacement criteria for all City vehicles/equipment.

## FLEET MANAGEMENT FUND

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Percent of fleet available for use	N/A	97.00%	95.00%	95.00%
Percent of internal customers rating repair services and customer service of Fleet Management as "good" or "excellent" *	N/A	N/A	80.00%	85.00%
Percent of variance between physical inventory counts and system balances in Parts Warehouse audits	N/A	2.00%	< 5.00%	< 5.00%

\* Survey information was not available for FY05-06.

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$1,381,471	\$1,494,626	\$1,629,157	\$1,400,723	\$1,400,723
Operating Expenditures	1,748,359	2,132,495	2,125,859	2,791,918	2,791,918
Internal Services	95,094	92,128	119,279	128,508	128,508
Capital Outlay/Depreciation	2,050,649	1,892,814	2,263,842	2,662,444	2,662,444
Non-Operating	4,456	53,092	0	0	0
Debt Services	36,637	14,811	2,331	0	0
<b>TOTAL</b>	<b>\$5,316,666</b>	<b>\$5,679,966</b>	<b>\$6,140,468</b>	<b>\$6,983,593</b>	<b>\$6,983,593</b>

<b>POSITION SUMMARY</b>	<b>39.0</b>	<b>36.0</b>	<b>35.0</b>	<b>28.0</b>	<b>28.0</b>
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## RISK MANAGEMENT

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### Department Mission Statement:

As a team, we help develop a high quality work environment by supporting the employment and retention of a well-qualified, diverse and healthy workforce.

### Key Businesses and Business Activities:

- l Safety Oversight and Training  
Work with City Departments to design, implement and monitor a continuing loss control and prevention program to protect all City assets including property, employees, equipment and citizens. Review DMV records to help assure that prospective drivers are safe drivers.
- l Claims Administration  
Prompt and fair settlement of all claims for which the City is legally liable, and assistance in gathering facts and information to be used in defense of the City in any claims which must be denied. Administer subrogation and recovery efforts as needed to assist in recovering money owed to the city by third parties who are legally liable.
- l Americans with Disabilities Act  
Assist departments with technical advice to maintain/develop accessibility to City facilities and programs. Assist citizens in resolution of accessibility issues.
- l Manage Loss Prevention  
Administer the purchase of insurance and bonds, including property, flood, boiler and machinery, volunteer, environmental, excess policies for police and general and automobile liability, and self-insured retentions to prevent catastrophic payouts in the event of loss.

### Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:

All sections of Vision 2001 link to the key business of Assisting with Accessibility, Programs and Facilities. Safety Oversight and Training, Claims Administration, and Manage Loss Prevention link to Vision 2001 goals of Housing and Neighborhoods, Economic Development, Transportation and Infrastructure and Public Safety and Services in that these key business activities focus on preventing accidents and the quick restoration of services when losses do occur. Risk Management is also dedicated to implementing Council's Vision of Effective Government.

### Strategic Goals

1. Included in Strategic issue, "High Quality and Productive Work Environment" is the objective, "Design, Implement and Monitor a Continuing Loss Control and Prevention Program to protect all City Assets including Property, Employees, Equipment and Citizens". Staying current in awareness of new and evolving loss exposures and the rapidly changing insurance environment is an important goal.
2. The strategic issue of Effective Response to Claimants has evolved from the decision making stage of evaluating which types of claims should be administered most intensively for maximum benefit. Roanoke is now using a Third Party Administrator for almost all Workers' Compensation Claims. The goal is one of better utilization of resources to more intensively administer general liability and automobile liability claims and to perform accurate and complete investigations, while reaching conclusions of settlement or denial as rapidly as possible.

## RISK MANAGEMENT

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Percent of City employees receiving required safety training	98.00%	98.00%	98.00%	98.00%
Percent of time claimants are responded to within 4 business days *	100.00%	100.00%	100.00%	100.00%
Number of new back injury workers' compensation claims	N/A	34.00	31.00	29.00
Average number of days elapsed between occurrence of a workers' compensation injury and notification received by the 3rd party administrator **	N/A	N/A	12.00	9.00
Annual expenditures for liability claims **	N/A	N/A	\$229,900.00	\$230,000.00
Risk Mgmt training hours per FTE **	N/A	N/A	6.25	6.30
Expenditures for workers' compensation per \$100 of total jurisdiction salaries and benefits **	N/A	N/A	\$1.00	\$0.99
Number of worker days lost per workers' compensation claim **	N/A	N/A	3.00	2.90
Percent of internal customers satisfied with Risk Management's performance **	N/A	N/A	100.00%	100.00%

\* This measure was revised from an original timeframe of one week starting in FY06-07.

\*\* This is a new performance measure for FY06-07 and beyond.

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$178,454	\$188,456	\$195,733	\$201,734	\$201,734
Operating Expenditures	11,916,953	14,695,709	14,869,669	14,160,779	14,160,779
Internal Services	462,600	498,022	511,965	512,298	512,298
<b>TOTAL</b>	<b>\$12,558,007</b>	<b>\$15,382,187</b>	<b>\$15,577,367</b>	<b>\$14,874,811</b>	<b>\$14,874,811</b>

<b>POSITION SUMMARY</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>
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## TECHNOLOGY FUND

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### **Department Mission Statement:**

Through teamwork and strategic leadership, the Department of Technology (DoT) provides comprehensive information technology and communication services to our customers; including City agencies, businesses, and residents. In partnership with City departments and other agencies, DoT implements and supports quality and innovative technology solutions through effective planning, research, development, and deployment strategies. Our aim is to enhance Roanoke's existing reputation as a national leader in the innovative use of information technology to effectively deliver government services.

### **Key Businesses and Business Activities:**

- I Technology Planning
  - Provide vision, leadership, and direction for evaluating emerging technologies and implementing cost-effective technology solutions.
  - Work with the City's Information Technology Committee to implement IT products as specified in the IT Strategic Plan and prioritize IT projects and purchases.
  - Develop multi-year infrastructure replacement schedules and strategies. Identify funding impacts covering PC and server equipment, network, radio, video and telephone equipment.
- I Technology Deployment
  - Assist departments in improving business operations by understanding their business needs and managing the implementation of technology solutions.
  - Provide a reliable, robust communications and computer infrastructure to efficiently utilize current and emerging technologies.
  - Provide comprehensive project management services for implementing technology solutions, including hardware/software procurement, contract negotiations, professional services, software integration and project status reporting.
  - Develop a "virtual workforce" infrastructure and applications for staff requiring remote access to central technology resources.
  - Develop and retain motivated, technically competent staff to deploy technology solutions and maximize business effectiveness.
- I Technology Operations and Support
  - Provide timely and efficient technical support for users of production applications, and for desktop/network issues.
  - Provide classroom and computer based training to departmental staff to maximize the effectiveness of enterprise and departmental technology solutions.
  - Ensure that departments, citizens and the business community all have convenient access to appropriate information.
  - Support intergovernmental requirements for information.
  - Ensure that appropriate disaster recovery facilities and procedures are in place for mission critical applications, network and telecommunication needs.

### **Link to Council's Vision Focus Areas and the Comprehensive Plan (Vision 2001) Element Area:**

The key businesses and activities of the Department of Technology link to City Council's vision statement in the focus areas of Effective Government (Regional Cooperation, Performance Improvement) and Quality of Life (Neighborhood Improvements).

Key businesses and activities are also linked to the City's Comprehensive Plan (Vision 2001) in the element areas of Transportation and Infrastructure and Public Safety and Services.

### Strategic Goals

#### 1. Customer Service & Workforce Support Goal

DoT's workforce-focused information technology strategy involves working with City departments and the ITC to develop enterprise-wide policies, systems, and procedures which increase the efficiency of City staff. Major initiatives for 2007-2008 include:

- Remote desktop diagnostic capability
- Automated computer training programs for City staff (new employee orientation videos)
- Provide employees with a training management system
- Explore mobile computing opportunities to improve e-services and staff productivity
- Standardize networked workstation configurations in a cost-effective manner
- Enhance trouble ticket management, with on-line entry for City staff
- PC equipment upgrades through the PC Replacement Program
- Expand document management/imaging capabilities
- Implement web-based document imaging system
- Implement Thin Clients on a pilot program basis
- Upgrade Zenworks Application

#### 2. Enterprise Infrastructure Support Goal

In recent years, the City has benefited from its investment into a robust data network using a digital fiber-optic backbone. This network infrastructure provides integrated voice and data network services, and accommodates individual servers with a common user interface, regardless of physical location or computer platform. City departments network internally and have the capability to access the Internet and other city, state, federal and national services while providing enhanced citizen access to community services and information. Building on this infrastructure investment are the following key initiatives:

- Expand disaster recovery/business resumption capabilities for mission critical applications, and data network services.
- Outsource operations and disaster recovery for mainframe enterprise server.
- Develop Enterprise Security Plan.
- Implement an Infrastructure Replacement program to replace/upgrade server and network equipment.
- Expand use of Virtual Private Network (VPN) connectivity to remote sites where fiber is not available or not cost-effective.
- Expand wireless application capabilities including the downtown WiFi.
- Implement wireless access at designated Fire stations for internal use and utilize wireless Mesh network technology.
- Expand "regional" opportunities for cooperative IT initiatives.



### 3. Application Integration Goal

DoT has developed a plan for integrating key business applications over a multi-year period. The initial phase involved the successful implementation of Public Safety applications, including E-911, Police Records, Jail Management, and Fire/EMS Records. Phase II for FY 2006-07 focused on major upgrades to outdated financial and budget applications, as well as in the deployment of an integrated Work Order system. Initiatives to support the application integration plan include:

- Implement a full-featured, integrated HR/Payroll.
- Continue the implementation of an enterprise-wide integrated work order asset management system and integrate with our existing GIS environment.
- Implement full-featured, integrated revenue management system supporting Personal Property, Real Estate, and other tax/treasury functions.
- Establish standards for change management and project management.
- Define a set of standard application development tools for future systems.
- Continue staff training for application developers to learn ASP.Net, DB/2, and SQL tools.
- Develop a web-based Budget Preparation system in ASP.NET
- Deploy a Jury Management system to share with other Virginia municipalities.
- Migrate mainframe applications to a client/server environment.

### 4. Geographic Information System (GIS) Goal

The enterprise GIS system supports many engineering, utility, real estate and public safety functions by providing instant access to automated maps, spatial information and related data. The System is easily accessible through the City's internet, and receives a high level of usage from City residents and area businesses. Enhancements to the existing GIS system will involve integrating current business systems with location-based information. Examples of key initiatives include:

- Develop a 5-year GIS strategic business plan.
- Expand Pictometry usage throughout the organization.
- Integrate the public SuperMap and Community Portal systems into a central GIS portal.
- Upgrade the E-911 mapping system.
- Develop an Internal GIS portal for City departments to access Public Safety data and other applications through a web browser.
- Promote regional GIS solutions.
- Work with City departments in the development of GIS data to support the implementation of Enterprise Work Order System.
- Use State provided centerline data to produce regional centerline maps for use in area-wide GIS efforts and emergency management.
- Integration of GIS with other enterprise business applications.
- Deploy browser-based GIS mapping solutions for citizens, businesses and employees.

## TECHNOLOGY FUND

### 5. E-government/E-business Goal

The e-government strategy has resulted in a "Virtual City Hall" which enables the community and businesses to transact business with the City electronically. This has been accomplished through interactive kiosks at strategic locations within the City, web broadcasts of City Council meetings, creation of a wireless internet zone in downtown Roanoke, use of Interactive Voice Recognition technology, and the Roanokeva.gov public web site. Roanoke has achieved national recognition for its e-government solutions, and plans to expand this capability as follows:

- Support of the downtown wireless zone in partnership with Downtown Roanoke, Inc. and Cox Communications.
- Redesign the roanokeva.gov public website.
- Utilize e-Gov solutions to market Economic Development in Roanoke.
- Utilize a wide variety of technology platforms (web, voice, PDA, cellular, kiosk, etc.,) to effectively communicate with customers.
- Provide customers with user-friendly and functional e-Gov solutions by bringing together related information and services in a "portal" environment.
- Develop web component for storing customer "profile" information to improve site functionality for visitors and businesses.
- Add more transaction-based business functionality to the public web site.
- Installation of wireless management software to support business processing for field staff, including permits and inspections, Public Works.
- Utilize workflow and imaging technology to enhance business systems.

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Percent of respondents to the Help Desk survey who are "satisfied" or "very satisfied" with the quality of service provided by DoT	94.50%	98.00%	95.00%	95.00%
Percent of Help Desk calls resolved within specified SLA levels	95.60%	95.00%	95.00%	95.00%
Percent of responses made within two business hours for Xerox printing service	80.00%	92.00%	85.00%	85.00%
Average training cost per student *	N/A	N/A	\$149.00	\$149.00
Percent of training participants reporting that the training will help improve their job performance *	N/A	N/A	95.00%	95.00%
Percent of annual PC Replacement Program completed *	N/A	N/A	100.00%	100.00%
Percent of unscheduled infrastructure related downtime *	N/A	N/A	1.00%	1.00%
Percent of critical applications with disaster recovery protection *	N/A	N/A	75.00%	75.00%
Number of servers supported per network engineer *	N/A	N/A	35.00	35.00
Number of workstations per Help Desk technician *	N/A	N/A	350.00	350.00
Percent of Help Desk first-contact problem resolution *	N/A	N/A	45.00%	45.00%
Number of major application projects completed in fiscal year *	N/A	N/A	3.00	3.00
Number of minor projects and systems enhancements completed in fiscal year *	N/A	N/A	45.00	45.00
Percent of customers satisfied with application development projects *	N/A	N/A	95.00%	95.00%
Percent of application systems that comply with City IT standards *	N/A	N/A	97.00%	97.00%

## TECHNOLOGY FUND

PERFORMANCE MEASURES	FY 2004-05 ACTUAL	FY 2005-06 ACTUAL	FY 2006-07 TARGET	FY2007-08 TARGET
Percent of unscheduled application-related downtime *	N/A	N/A	3.00%	3.00%
Number of network security events identified as attacks that were not prevented *	N/A	N/A	2.00	2.00
Central IT Expenditures per Workstation (operating & maintenance expenses only) *	N/A	N/A	\$3,600.00	\$3,600.00

\* This is a new performance measure for FY06-07 and beyond.

EXPENDITURE CATEGORY	ACTUAL EXPEND. 2004-05	ACTUAL EXPEND. 2005-06	ADOPTED BUDGET 2006-07	RECOM. BUDGET 2007-08	COUNCIL ADOPTED 2007-08
Personal Services	\$2,468,905	\$2,505,642	\$2,698,003	\$2,932,348	\$2,932,348
Operating Expenditures	2,323,765	2,322,175	3,059,039	3,064,157	3,064,157
Internal Services	18,680	22,792	22,993	24,579	24,579
Capital Outlay/Depreciation	2,132,597	2,230,802	672,517	862,801	862,801
Non-Operating	118	0	48,729	78,000	78,000
<b>TOTAL</b>	<b>\$6,944,065</b>	<b>\$7,081,411</b>	<b>\$6,501,281</b>	<b>\$6,961,885</b>	<b>\$6,961,885</b>

<b>POSITION SUMMARY</b>	<b>37.0</b>	<b>38.0</b>	<b>39.0</b>	<b>40.0</b>	<b>40.0</b>
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# SCHOOL FUND

## SECTION SUMMARY – SCHOOL FUND

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A separate document is available which contains information on the Roanoke City Schools budget for FY 2007-08. It is entitled "Roanoke City Public Schools – FY 2007-08 Operating Budget".

The following pages summarize the budgetary information contained in the Roanoke City School's annual budget document for FY 2007-08.

In order to satisfy the State's school budgeting requirements, the Roanoke City Schools budget expenditure format is different from the other expenditure sections of this budget document. The expenditure information in this section, which pertains to the Roanoke City Schools budget, is organized according to State-mandated budget categories. Within categories, costs are detailed by Personal Services (salaries and fringe benefits) and Operating Expenditures (such as supplies, travel, purchased services, leases/rentals, insurance, fuel and repairs).

Information on revenues related to Roanoke City Schools is found in the Revenue Summary section of this budget document.

### SCHOOL BOARD GOALS

- Improve academic achievement for all students while closing achievement gaps.
- Provide safe and effective learning environments.
- Ensure Roanoke City Public Schools' management and efficiency through division-wide systems of accountability.
- Implement programs and procedures to train, promote, and retain a highly qualified and diverse staff.
- Establish strong home, school, business, and community relationships that support achievement.

### HIGHLIGHTS OF ROANOKE CITY SCHOOLS BASIC BUDGET

The City of Roanoke School Board adopted its FY 2007-08 operating budget totaling \$144,136,224 which represents an increase of 4.74% over the FY 2006-2007 budget.

The budget adopted by the School Board included funding in the amount of \$61,386,632 provided by the City of Roanoke.

## ROANOKE CITY PUBLIC SCHOOLS – FY 08 BUDGET

<b>Expenditure Category</b>	<b>Actual Expend. FY 2005-06</b>	<b>Adopted Budget FY 2006-07</b>	<b>Adopted Budget FY 2007-08</b>	<b>Cost Change</b>	<b>Percent Change</b>
Instruction	88,671,574	97,118,423	99,195,599	2,077,176	2.1%
Support Services	5,598,945	6,349,267	7,241,161	891,894	14.0%
Transportation	5,946,095	6,474,968	6,974,270	499,302	7.7%
Operation & Maintenance	12,344,489	13,979,394	15,508,612	1,529,218	10.9%
Facilities	2,701,407	338,805	338,805	-	0.0%
Debt Service	7,448,820	8,002,478	9,265,397	1,262,919	15.8%
<b>Total General Fund</b>	122,711,330	132,263,335	138,523,844	6,260,509	4.7%
Food Service	5,337,543	5,354,948	5,612,380	257,432	4.8%
<b>Total Operating Funds</b>	<b>128,048,873</b>	<b>137,618,283</b>	<b>144,136,224</b>	<b>6,517,941</b>	<b>4.7%</b>
<b>FTE</b>	<b>2,047</b>	<b>2,058</b>	<b>2,044</b>	<b>(14)</b>	<b>-0.7%</b>

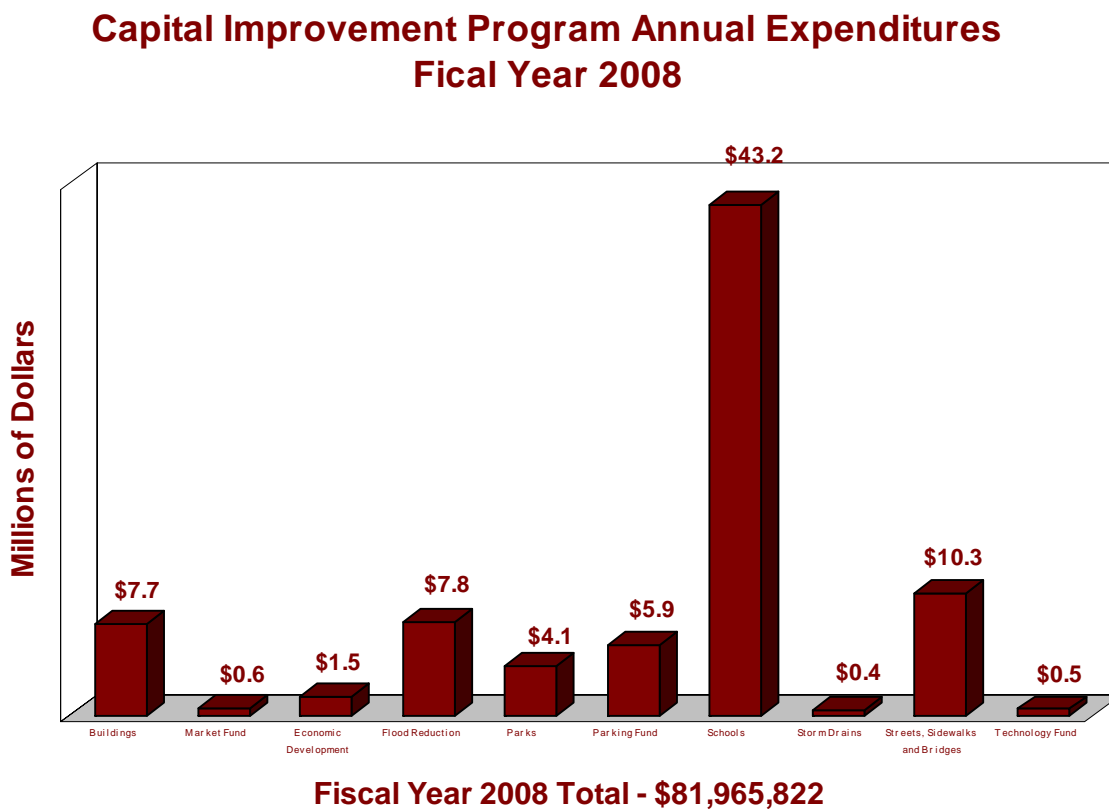
# **CAPITAL IMPROVEMENT PROGRAM SUMMARY**

## CURRENT CAPITAL IMPROVEMENT PROGRAM AND CAPITAL BUDGET FOR FISCAL YEAR 2008-2012

This section details the City of Roanoke's current Capital Improvement Program (CIP) anticipated expenses for FY 2007-08. Included in the plan are capital projects and expenditures to meet the capital improvement needs of Roanoke. Projects included in the current CIP are detailed on Pages 7-12.

The FY 2007-08 Capital Improvement Program Budget encompasses the FY 2008 portion of the FY 2008-2012 CIP, addressing projects scheduled in the upcoming budget year (see summary chart on Page 5). It is anticipated that approximately \$82.0 million will be expended on capital improvement projects during FY 2007-08. Expenditures for capital improvements differ fundamentally from the spending associated with day-to-day operations. They are typically project-specific, span multiple budget cycles, and are funded from a variety of sources, including bonds, cash and grants.

The following chart shows proposed expenditures of planned capital projects during the Fiscal Year 2007-08 planning horizon of the current CIP.



Anticipated CIP expenses for FY 2008 – 2012 total \$214,543,309. The CIP anticipates debt issuance as follows:

### Fiscal Year 2008

Fire – EMS Facilities	\$ 3,810,000
William Fleming High School	40,400,000
Downtown West Parking Garage	2,600,000



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**Fiscal Year 2009**

William Fleming High School	15,850,000
Police Academy	5,500,000
Library Master Plan Phase I	7,100,000

**Fiscal Year 2010**

Parks and Recreation Master Plan	15,000,000
Roanoke River Flood Reduction	4,520,000
Bridge Renovation	2,750,000
Curb, Gutter, Sidewalks	2,250,000

**Fiscal Year 2011**

Parks and Recreation Master Plan	15,000,000
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**Fiscal Year 2012**

Library Master Plan Phase II	7,950,000
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**Funding of Capital Expenditures in the General Fund Operating Budget:**

Roanoke's Fiscal Year 2007-08 General Fund operating budget includes \$4,088,198 in expenditures for specific capital projects. The table below lists the Capital Projects funded. This includes recurring funding for on-going capital projects and the use of one-time funds.

ITEMS IN OPERATING BUDGET	AMOUNT	LOCATION
Bridge Maintenance Projects	\$500,000	Transfer to Capital
Roanoke River Flood Reduction *	430,895	Transfer to Capital
National Pollution Discharge Elimination System (NPDES)	49,820	Transfer to Capital
Police Academy	45,000	Transfer to Capital
Transportation Projects	310,000	Transfer to Capital
Parks and Recreation Master Plan *	2,752,483	Transfer to Capital
<b>Total</b>	<b>\$4,088,198</b>	

\* One-Time Funds

**Debt Service:**

The Debt Service Fund is used to account for the accumulation of resources for the payment of long-term debt, principal and interest. Capital Improvement Program (CIP) expenditures financed through the issuance of general obligation bonds impact the operating budget through the payment of principal and interest on the debt incurred. The Transfer to Debt Service account in the General Fund provides funding to cover principal and interest payments for Fiscal Year 2007-08. A Schedule of Debt Service Requirements can be found later in this section of the document (see Schedule of Debt Service Requirements on Pages 3-4).

**Debt Management Policy:**

The objective of the City of Roanoke's debt management policy is to maintain the City's ability to incur present and future debt at the most beneficial interest rates in amounts needed for financing the adopted current Capital Improvement Program without adversely affecting the City's ability to provide essential City services. The success of Roanoke's

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bond-issuance strategy is a result of a responsible debt management policy to ensure that debt issued to finance capital projects does not exceed legal and affordable parameters. City Council adopted a debt policy in September 1999 and amended it in 2003 and 2005, to establish parameters for issuing debt and managing the debt portfolio. The policy details guidelines for debt issuance, limitations on the amount of debt issued, types of debt that may be issued, and maintenance of debt service.

Limitations on debt are constitutional and statutory through the Constitution of Virginia, The Public Finance Act, and the City Charter as well as self-imposed through the City's Debt Policy. Article VI, Section 10 of the Constitution of Virginia, The Public Finance Act and the City Charter establishes the City's Legal Debt Margin at 10% of the assessed value of real estate as shown by the last preceding assessment for taxes. The City Debt Policy has included a more restrictive self-imposed policy stating that a percentage of assessed value of real estate will not exceed 5%. The Public Finance Act and the City Charter also establish other limits as to the amounts and types of debt the City may issue. The City Debt Policy also self-imposes debt limits for which tax-supported general obligation debt service shall not exceed 10% of General Fund expenditures and debt will be structured in a manner such 50% or more of the aggregate outstanding tax-supported debt will be retired within ten years.

For Fiscal Year 2006 the Legal Debt Margin is as follows:

Assessed Value of Real Estate, 2006	<u>\$5,351,633,570</u>
Legal Debt Limit, 10% of \$5,351,633,570	\$535,163,357
Debt applicable to limitation:	
Total Bonded Debt	\$281,808,817
Less: Available in Debt Service Fund	(1,063,737)
Enterprise Fund Supported Debt	(9,863,867)
Western Virginia Water Authority Supported Debt	<u>(31,315,992)</u>
Legal Debt Margin at end of FY 2006	<u>\$295,598,136</u>

Estimated Legal Debt Margin for FY 2007 \$364,319,595

Projected Legal Debt Margin for FY 2008 \$377,731,664

Self-Imposed Debt Policy limits are calculated as follows for Fiscal Year 2006:

- 5% of assessed value of Real Estate of \$267,581,679 (5% of 5,351,633,570) does not exceed tax supported debt of \$239,565,221. Tax supported debt is expected to be 3.9% of assessed value of real estate in FY2007 and is projected to be 4.1% of assessed value of real estate in FY2008.
- 10% of General Fund expenditures (City and Schools) of \$29,816,608 (10% of 298,166,075) does not exceed debt service in FY2006 of \$24,123,867. Debt service is expected to be 8.8% of General Fund expenditures in FY 2007 and is projected to be 8.6% in FY 2008.
- Principal to be retired between FY2007 and FY2016 is 79% (greater than 50%) of the outstanding tax supported debt at the end of FY2006. Principal to be retired within ten years at the end of FY 2007 and FY 2008 are estimated/projected to be 71% and 70% respectively.

### **Credit Ratings:**

The City's bond ratings are further evidence of its financial strength. In April 2006, the City received bond ratings from Fitch Investors Services of "AA," Moody's Investors Services of "Aa3 and Standard & Poor's of "AA". Such rankings demonstrate that the City's bonds are considered excellent investment quality. Roanoke's solid financial policies and strong reserves are principal reasons for these excellent bond ratings.

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## SCHEDULE OF DEBT SERVICE REQUIREMENTS

Total projected outstanding long-term liabilities of the City of Roanoke on June 30, 2007, will be \$277,123,471. The total interest due on these long-term liabilities is \$91,295,536. The major categories of long-term liability which comprise this total are:

	Principal	Interest
General Obligation Serial Bonds*	\$213,217,937	\$ 69,185,804
Parking Fund Enterprise Supported General Obligation Serial Bonds	9,367,063	3,267,774
State Literary Fund/VPSA/QZAB Loans	51,648,471	27,910,138
Section 108 Loan	<u>2,890,000</u>	<u>470,916</u>
Total	<u>\$277,123,471</u>	<u>\$ 100,834,632</u>

\*Includes amount to be contractually repaid by the Western Virginia Water Authority of \$28,924,766 and \$8,965,903 respectively and the Civic Center obligations funded through the General Fund of \$15,415,000 and \$7,222,480 respectively. It does not include Parking Enterprise General Obligation Debt.

The total amount of debt service required annually to amortize all outstanding long-term liabilities is detailed in the following chart. For FY 2007-2008, the total debt service required by funding source is as follows:

General Fund	\$ 19,050,940
School Fund	8,398,341
Community Development Block Grant	463,616
Western Virginia Water Authority	3,501,519
Parking Fund	1,160,488
Civic Center	<u>1,259,440</u>
Total	<u>\$ 33,834,344</u>

**CASH PAYMENTS  
REMAINING AS OF JULY 1, 2007**

FISCAL YEAR	GENERAL OBLIGATION BONDS							VPSA LITERARY LOANS	SECTION 108 LOAN DEBT SERVICE	GRAND TOTALS DEBT SERVICE ALL DEBT
	PAYABLE BY GENERAL FUND	SCHOOLS PAYABLE BY GENERAL FUND	SCHOOLS PAYABLE BY SCHOOL FUND	PAYABLE BY PARKING FUND	PAYABLE BY CIVIC CENTER FUND	PAYABLE BY WVWA	TOTAL DEBT SERVICE	QZAB		
								PAYABLE BY SCHOOLS		
2007 - 08	14,154,619	4,896,321	1,780,334	1,160,488	1,259,440	3,501,519	26,752,721	6,618,007	463,616	33,834,344
2008 - 09	14,026,008	4,843,289	1,747,934	1,163,320	1,253,415	3,410,816	26,444,782	6,310,529	471,925	33,227,236
2009 - 10	13,811,869	4,762,546	1,715,533	1,183,007	1,256,815	3,320,445	26,050,215	6,167,051	482,887	32,700,153
2010 - 11	12,583,719	4,682,001	1,681,184	1,191,462	1,253,565	3,224,026	24,615,957	5,964,848	491,627	31,072,432
2011 - 12	11,850,410	4,607,528	1,646,834	1,206,138	1,255,065	3,137,395	23,703,370	5,775,818	498,033	29,977,221
2012 - 13	11,680,703	4,538,719	1,612,384	540,893	1,255,749	3,050,493	22,678,941	5,536,415	502,203	28,717,559
2013 - 14	10,925,145	4,327,600	1,574,909	548,280	1,263,440	2,940,941	21,580,315	5,275,449	450,626	27,306,390
2014 - 15	7,999,184	3,431,607	1,537,434	549,814	1,259,746	1,486,451	16,264,236	5,041,953	0	21,306,189
2015 - 16	6,387,648	3,323,328	1,491,559	544,349	1,260,184	1,503,385	14,510,453	4,810,345	0	19,320,798
2016 - 17	6,219,773	3,235,639	1,438,146	542,849	1,262,169	1,513,092	14,211,668	4,349,434	0	18,561,102
2017 - 18	6,049,288	3,142,768	1,387,646	544,149	1,259,679	1,513,662	13,897,192	3,942,752	0	17,839,944
2018 - 19	5,406,593	2,808,710	1,340,996	550,449	1,263,179	1,510,694	12,880,621	3,590,254	0	16,470,875
2019 - 20	5,263,792	2,733,367	1,294,346	555,549	1,254,704	1,515,100	12,616,858	3,187,169	0	15,804,027
2020 - 21	3,426,465	1,868,732	1,253,946	555,461	1,263,898	1,520,431	9,888,933	2,665,366	0	12,554,299
2021 - 22	3,021,134	1,790,757	1,206,571	552,099	1,259,648	1,516,619	9,346,828	2,240,141	0	11,586,969
2022 - 23	1,258,690	1,092,425	1,162,565	349,605	1,086,447	1,077,100	6,026,832	1,990,230	0	8,017,062
2023 - 24	1,218,995	1,050,650	1,118,270	351,600	1,090,587	1,072,400	5,902,502	1,846,282	0	7,748,784
2024 - 25	1,167,700	1,005,750	1,070,850	347,250	1,094,987	1,076,100	5,762,637	1,565,114	0	7,327,751
2025 - 26	480,513	338,812	401,363	198,075	484,763	0	1,903,526	1,475,317	0	3,378,843
2026 - 27	0	0	0	0	0	0	0	1,206,126	0	1,206,126
										0
<b>TOTALS</b>	<b>\$136,932,248</b>	<b>\$58,480,549</b>	<b>\$26,462,804</b>	<b>\$12,634,837</b>	<b>\$22,637,480</b>	<b>\$37,890,669</b>	<b>\$295,038,587</b>	<b>\$79,558,600</b>	<b>\$3,360,916</b>	<b>\$377,958,103</b>

(projected)

**General Fund Debt Service Requirements**

**City Administration**

The amount included in the General Fund budget for Debt Service is detailed in the columns above entitled "Payable by General Fund". This amount represents the portion of total General Obligation Serial Bonds Debt Service to be paid by the City. The actual amount included in the General Fund recommended budget for Debt Service also includes Paying Agent charges which are excluded from this schedule.

**School Administration**

The amount to be paid with funding coming from the Roanoke City Public Schools is labeled "payable by School Fund"

**Other Debt Service Requirements**

**Community Development Block Grant**

The columns entitled "Section 108 Loans - Debt Service" detail the principal and interest being paid from Community Development Block Grant entitlement funds and program income on Section 108 Loans.

**Western Virginia Water Authority (WVWA)**

The column "Payable By WVWA" will be paid by the City on behalf of the Western Virginia Water Authority and simultaneously will be reimbursed for payments made on their behalf.

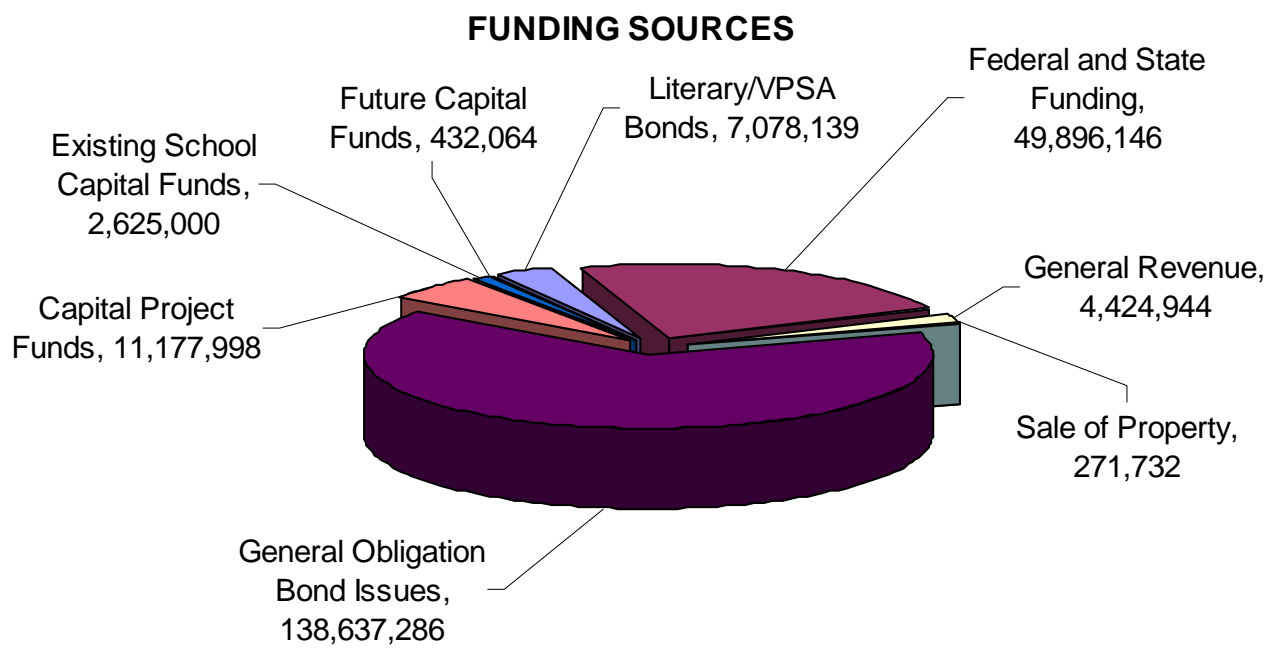
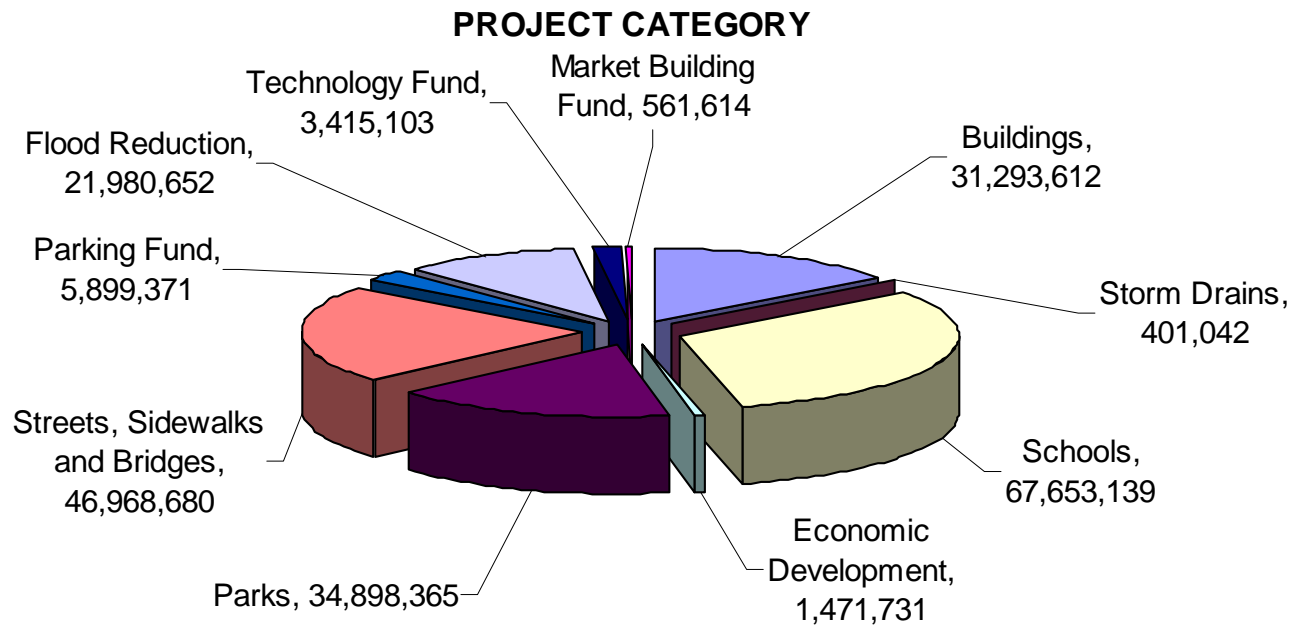
## Recommended Capital Improvement Program Spending Analysis – 2008-2012

Project Category/Description	FY 2008	FY 2009-12	Total Projected Expenses
<b>Buildings:</b>			
Fire/EMS Facility Improvement Program	\$ 2,400,000	\$ 2,688,220	\$ 5,088,220
Roanoke Comprehensive Library Study	\$ 5,065,000	\$ 15,430,729	\$ 20,495,729
Police Academy	\$ 209,663	\$ 5,500,000	\$ 5,709,663
<b>TOTAL - Buildings</b>	<b>\$ 7,674,663</b>	<b>\$ 23,618,949</b>	<b>\$ 31,293,612</b>
<b>Economic Development:</b>			
Art Museum of Western Virginia	\$ 1,200,000	\$ -	\$ 1,200,000
Roanoke Centre for Industry and Technology (RCIT)	\$ 271,731	\$ -	\$ 271,731
<b>TOTAL - Economic Development</b>	<b>\$ 1,471,731</b>	<b>\$ -</b>	<b>\$ 1,471,731</b>
<b>Flood Reduction</b>			
Roanoke River Flood Reduction	\$ 7,800,000	\$ 14,180,652	\$ 21,980,652
<b>TOTAL - Flood Reduction</b>	<b>\$ 7,800,000</b>	<b>\$ 14,180,652</b>	<b>\$ 21,980,652</b>
<b>Parks:</b>			
Greenways and Trails	\$ 550,000	\$ 759,662	\$ 1,309,662
Parks & Recreation Master Plan	\$ 3,588,703	\$ 30,000,000	\$ 33,588,703
<b>TOTAL - Parks</b>	<b>\$ 4,138,703</b>	<b>\$ 30,759,662</b>	<b>\$ 34,898,365</b>
<b>Schools:</b>			
High School Facility Improvements	\$ 39,096,097	\$ 20,357,042	\$ 59,453,139
High School Stadium Facilities	\$ 4,100,000	\$ 4,100,000	\$ 8,200,000
<b>TOTAL - Schools</b>	<b>\$ 43,196,097</b>	<b>\$ 24,457,042</b>	<b>\$ 67,653,139</b>
<b>Storm Drains:</b>			
Neighborhood Storm Drain Program	\$ 401,042	\$ -	\$ 401,042
<b>TOTAL - Storm Drains</b>	<b>\$ 401,042</b>	<b>\$ -</b>	<b>\$ 401,042</b>
<b>Streets, Sidewalks and Bridges:</b>			
Bridge Renovation Program	\$ 752,388	\$ 2,750,000	\$ 3,502,388
Curb, Gutter and Sidewalk Program	\$ 500,000	\$ 3,224,528	\$ 3,724,528
Martin Luther King Jr. Memorial Bridge	\$ 1,799,573	\$ -	\$ 1,799,573
Streetscape Project Improvements	\$ 417,973	\$ -	\$ 417,973
VDOT Highway Projects	\$ 6,852,667	\$ 30,671,551	\$ 37,524,218
<b>TOTAL - Streets, Sidewalks and Bridges</b>	<b>\$ 10,322,601</b>	<b>\$ 36,646,079</b>	<b>\$ 46,968,680</b>
<b>Market - Fund:</b>			
Roanoke City Market Area Project	\$ 561,614	\$ -	\$ 561,614
<b>TOTAL - Market Fund</b>	<b>\$ 561,614</b>	<b>\$ -</b>	<b>\$ 561,614</b>
<b>Parking - Fund:</b>			
Downtown West Parking Garage	\$ 5,899,371	\$ -	\$ 5,899,371
<b>TOTAL - Parking Fund</b>	<b>\$ 5,899,371</b>	<b>\$ -</b>	<b>\$ 5,899,371</b>
<b>Technology - Fund:</b>			
Financial Application Integration	\$ 500,000	\$ 2,915,103	\$ 3,415,103
<b>TOTAL - Technology Fund</b>	<b>\$ 500,000</b>	<b>\$ 2,915,103</b>	<b>\$ 3,415,103</b>
<b>GRAND TOTAL - All Funds</b>	<b>\$ 81,965,822</b>	<b>\$ 132,577,487</b>	<b>\$ 214,543,309</b>

Previous spending analysis did not include \$5.5 million for Police Academy, \$2.75 million for Bridge Renovation, and \$2.25 million for Curb Gutter and Sidewalk projects.

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**Recommended Capital Improvement Program  
FY 2008-2012  
\$214,543,309**



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## 2008 CAPITAL BUDGET HIGHLIGHTS

### Buildings:

- Fire/EMS Facility Improvement Program – The Fire-EMS Facility Improvement Plan is a three phase construction plan as outlined below: Phase I is complete. Land has been acquired for Phase II and Phase III; Phase II is being designed and is scheduled for bid advertisement in July 2007 with construction anticipated during FY 2008. CIP cost for Fiscal Year 2008 is \$2,400,000. There is no operating budget impact because rental payments for the existing Fire Administration Office will be reallocated when the new facilities are brought on line.
  - Phase I – A new Fire Administration Facility at the North East corner of Franklin Road and Elm Avenue and consolidate the 6<sup>th</sup> Street Station into the new facility;
  - Phase II – A new station to be located on Williamson Road at Birchlawn Street and relocate the residential component currently assigned to the Airport station to the new facility; and
  - Phase III – A new station on Melrose Avenue, and consolidate the 12<sup>th</sup> and Loudon Avenue and the 24<sup>th</sup> Street stations into the new facility.
- Roanoke Comprehensive Library Study Phase I & II – On December 19, 2005 City Council approved the Roanoke Comprehensive Library Study to become a part of Vision 2001-2020, the City's Comprehensive Plan. The Library Study recommends a three phase delivery system of neighborhood, full service and resource centers that will bring a depth of collections, services, technology, and programs. Phase I consists of building a new full service branch, renovation of an existing branch and a stand alone kiosk branch. Also, included in Phase I are additions to staff and enhancements to programs and technology. A Request for Proposals (RFP) for an architectural and engineering and site study for the full service branch has been issued. Phase II consists of building a second full service branch, kiosk branch, storefront branch, and renovations to an existing branch. CIP cost for Fiscal Year 2008 is \$5,065,000. The operating budget impact will be \$353,452 for fiscal year 2008 and \$2,319,083 for fiscal years 2009 through 2012.
- Police Academy – The Roanoke Police Academy operates out of the renovated Jefferson Center occupying approximately 4,300 square feet of the building. The academy is currently responsible for training all sworn members of the City of Roanoke and Roanoke County Police Departments. Additionally the academy trains all civilian members of the Roanoke Police Department and the dispatchers for the Roanoke County Police Department. Classroom, gymnasium, library, and storage space is limited and is not sufficient to meet current needs. A 23,000 square foot facility is needed to meet current needs. A concept plan for a proposed 28,000 square foot facility has been completed. Requests for proposals to construct the facility under the Public Private Education and Infrastructure Act will be issued. CIP cost for Fiscal Year 2008 is \$209,662. The operating budget impact for the Police Academy has yet to be determined.

### Economic Development:

- Art Museum of Western Virginia – The City of Roanoke has pledged a total of \$4 million and an acre of downtown Roanoke property (the former Hunter Viaduct site) to the Art Museum of Western Virginia for the design, development and construction of a new museum theater which is expected to cost \$66 million. Funding in the amount of \$2.8 million has been paid to the



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Art Museum. The final payment of \$1.2 million will be made when the Art Museum certifies in writing that the project is 50 percent complete. Construction began in the fall of 2006. Grand opening is scheduled for fall 2008. CIP cost for Fiscal Year 2008 is \$1,200,000.

- Roanoke Centre for Industry and Technology (RCIT) Development – This project consists of the expansion of the Roanoke Centre for Industry and Technology into the 141-acre tract of land adjoining the Centre. Development is anticipated to be completed in five phases. Phases I - IV are complete. Phase V consists of the extension of Blue Hills Drive approximately 3,250 linear feet to provide public street access to Tracts D & E. The project also includes curb, gutter, storm drains, street lighting, landscaping and water mains. Grading work for Blue Hills Drive and Tract E was completed in January 2006. The remaining paving curbing, landscaping and utilities will be completed as funding becomes available. CIP cost for Fiscal Year 2008 is \$271,731.



### **Flood Reduction:**

- Roanoke River Flood Reduction – This project consists of the City's participation in the United States Army Corps of Engineers' project to reduce flooding along the Roanoke River within the City of Roanoke. Construction of bench cuts began in August 2005. The first phase of the work is complete which started at the Wastewater Treatment Plant and has extended up stream to the 9<sup>th</sup> Street bridge. The second phase is underway and has picked up at the 9<sup>th</sup> Street bridge and will continue to Walnut Avenue and will include a Greenway the entire way. Acquisition of Hannah Court Property was completed in 2006 and construction is expected to continue in 2007 and 2008 and will include the Reserve Avenue and Wasena Park areas. The City's expected share of the CIP cost for Fiscal Year 2008 is \$2,500,000. The operating budget impact for this project is related primarily to the maintenance of the Greenway that runs along it. It is therefore included in the Greenways and Trails section of the CIP.



### **Parks:**

- Greenways and Trails – Greenways are corridors of protected open space, developed as linear parks and managed for conservation and recreation purposes. They often follow natural land or water features, and link green-space, nature reserves, parks, schools, cultural features, neighborhoods, and historic sites with each other. By defragmenting our urban landscape; greenways create a natural conduit that is environmentally friendly and enhances adjacent and proximate land use values. Trails can also be created within the greenway to provide opportunities for managed public access into our greenspaces as defined by our linear park ethic. They facilitate enhanced public health via alternative transportation venues, enhance economic renewal and growth via proximate residential and retail land usage, increased property values and tourism. Roanoke currently has approximately 8-miles of greenway trails complete plus several additional projects underway in various stages of planning and development. They include Mill Mountain, Murray Run, Tinker Creek, and Roanoke's primary greenway artery, the Roanoke River Greenway and Trail. Anticipated CIP cost for Fiscal Year 2008 is \$550,000. No operating budget impact is expected for FY 2008, however the impact for years FY 2009 through FY 2012 is expected to total \$734,050.
- Parks and Recreation Master Plan – Roanoke is currently in the process of updating its comprehensive parks and recreation master plan. Generally, this planning effort has focused upon the needs and desires of the citizens of the




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City of Roanoke as well as analyzing the current state of the existing park infrastructure, exploring regional opportunities, plus focusing special attention to recreating the Rivers Edge Park complex into a more dynamic, signature park that will provide significant economic growth for the region.

Potential plan elements include an amphitheater, outdoor water plaza, outdoor climbing area, adventure lake/kayak center, recreation center, new athletic fields, and other improvements. Plan elements will be prioritized based on the final recommendations and approval of the plan. CIP costs for Fiscal Year 2008 is expected to be \$3,588,703. The operating budget impact is yet to be determined.

### **Schools:**

- **High School Facility Improvements** – The two early 1960s campus style high schools, Patrick Henry and William Fleming, are being replaced with single buildings which will accommodate new curriculum and programs for the high school of the 21<sup>st</sup> century. The new facilities, totaling 335,000 sq. ft. and 295,000 sq. ft. respectively, will provide Roanoke's children with state-of-the-art, effective, safe and healthy learning environments, designed to support the current curriculum and programs. Recommendations for the new high schools started several years ago through planning done by both the school's Long-Range Planning Committee and a parent and citizens committee. A consultant presented the facility recommendations to the School Board in May 2002 and the Board adopted the new design plan for Patrick Henry High School in March 2004. The replacement of Patrick Henry High School started in June 2004 with full completion anticipated in July 2008. Design planning for the new William Fleming facility began in January 2005. The replacement of William Fleming High School will start in June 2007 with full completion anticipated by July 2010. CIP cost for Fiscal Year 2008 is \$39.1 million. Anticipated operating budget impact as a result of these improvements will be \$200,000 annually per school.
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- **High School Stadium Facilities** – Project includes the construction of athletic facilities/stadiums at the two high schools (Patrick Henry and William Fleming). An athletic stadium will be constructed on each of the campuses of Patrick Henry High School and William Fleming in conjunction with the renovation of the school facilities. The School Board adopted the design plan for Patrick Henry High School stadium in March 2006 and construction of the new facility is underway. CIP cost for Fiscal Year 2008 is \$4.1 million.

### **Storm Drains:**

- **Neighborhood Storm Drain Program** – This is an annual program to address drainage problems located throughout the city. This program consists of planning and construction of projects on the Neighborhood Storm Drain Priority List. Anticipated expenses for FY 2008 will be for the completion of minor storm drain projects. CIP cost for Fiscal Year 2008 is \$401,042. There is no operating budget impact as a result of the Neighborhood Storm Drain Program.

### **Streets, Sidewalks and Bridges:**

- **Bridge Renovation Program** – This program consists of the ongoing inspection and maintenance of the 104 bridge structures located throughout the city with needs reported through annual bridge inspections. Currently projects totaling over \$9.5 million have been identified with preliminary design and cost estimates. Projects are designed and constructed in priority order as funding becomes available. Typical project elements may include sealing cracks, repairing spalls and delaminated concrete as well as repairing sidewalks and joints. CIP cost



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for Fiscal Year 2008 is \$752,388. The Bridge Renovation Program itself does not create any additional operating budget impact. However, the typical operating budget impact for regularly scheduled maintenance for a bridge is approximately \$15,000 annually. The following bridges listed in priority order need immediate repairs:

- Main Street Bridge
- Franklin Road Bridge
- Walnut Avenue over Railroad, S.W. (Bridge #1815)
- Wise Avenue Bridge
- Ninth Street Bridge
- Melrose Avenue Bridge
- Old Mountain Road Bridge
- Salem Avenue Bridge
- Peters Creek Road Bridge

- Martin Luther King, Jr. Memorial Bridge Rehabilitation – This project is under construction and consists of the rehabilitation of the bridge for pedestrian use. CIP cost for Fiscal Year 2008 is \$1,799,573. Operating budget impact will be \$15,000 annually for regular maintenance of the bridge.



- Curb, Gutter and Sidewalk Program – This City wide program consists of building new or replacing existing curbs and sidewalks. Projects are developed based upon prioritized listing of citizen requests and neighborhood target areas. The current listing of requested curb and sidewalk projects totals \$12.6 million. Phase XIV in the Gainsboro neighborhood, is being advertised for bids and phase XV, a city-wide project based on areas of need, is being designed and will be advertised for bids in summer 2007. CIP cost for Fiscal Year 2008 is \$500,000. There is no operating budget impact as a result of the curb, gutter and sidewalk program.
- Streetscape Projects – Streetscape projects provide for improvement of the appearance and function of public streets. Typical project elements include landscaping, textured crosswalks, reduced lane widths, and other related amenities. Potential projects include those identified in neighborhood plans to support the gateway and village center concept, as well as in the downtown area. Improvements have been along the Williamson Road Corridor, Jamison-Bullitt Corridor, Huff Lane area, Kirk Avenue and Grandin Village area. Streetscape improvements are ready for construction to begin for Crystal Spring Village. Salem Avenue streetscape improvements are in the initial concept development stage. CIP cost for Fiscal Year 2008 is \$417,973. The operating budget impact for maintaining streetscapes, such as mowing medians and maintaining flowerbeds, is expected to be \$48,375 annually beginning in Fiscal Year 2008.
- VDOT Highway Projects - City/State – This program consists of providing the City's share of funding for the following adopted Virginia Department of Transportation (VDOT) projects:
  - 10<sup>th</sup> Street, N. W. - Phase I - Consists of reconstructing this street for 0.8 mile between Gilmer Avenue, N. W., and I-581;
  - 10<sup>th</sup> Street - Phase II - Consists of reconstructing this street for 0.9 mile between I-581 and Williamson Road, N. W.;
  - Wonju Street Extension - Formerly envisioned as an extension of Wonju Street, this project has been modified to more effectively address safety and operational deficiencies. Consists of Transportation System Management (TMS) improvements along Colonial Avenue and Brandon Avenue, S. W. in the vicinity of Towers Mall;

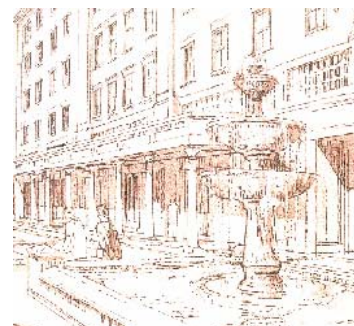
- 13<sup>th</sup> Street and Hollins Road - Consists of widening and improvements to an existing corridor between Dale Avenue, S. E. and Orange Avenue, N. W. Includes construction of a bridge over Norfolk Southern tracks to eliminate an existing at grade rail crossing;
- Signal Improvements - Consists of reconstruction of traffic signals at Orange Avenue and Williamson Road and Orange Avenue and Kimball Avenue, and equipment replacement and upgrades in various locations throughout the City; and
- Intersection Improvement - Bennington Street and Riverland Road.

CIP cost for Fiscal Year 2008 is \$6,852,667 which includes state costs of \$6,665,397 and city costs of \$187,270.

VDOT has nine additional projects pending approval in their Six-Year Plan for FY 2008. At the time of the printing this document these projects have not been adopted by state legislature, therefore they have not been included as a part of the Roanoke City CIP plan.

### **Market Building Fund:**

- Roanoke City Market Area Project – The Roanoke City Market Area Plan was developed to provide a framework for future public and private investments in the central core of Roanoke's downtown, the City Market area, which will revitalize and further strengthen this area's role in the City's economic development efforts. The plan identifies seven strategic projects for the market area as well as continued reinvestment in public infrastructure in order to ensure a cohesive framework for future downtown investments.

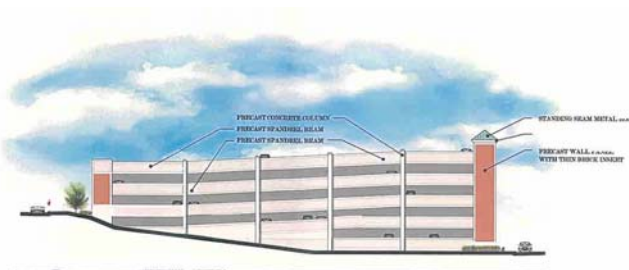


Market area improvements have begun, including the replacement of the awnings around the Farmer's Market and renovations on the interior and exterior of the Market Building. An architectural and engineering study has begun for a stepped plaza creating a grand entrance or gathering area for the Market. As repairs continue on the Market Garage, the facility is being marketed for potential residential and/or commercial development.

CIP cost for Fiscal Year 2008 is \$561,614. The no operating budget impact is expected.

### **Parking Fund:**

- Downtown West Parking Garage – A parking garage with the capacity of approximately 350 spaces is to be located along Campbell Avenue between 3<sup>rd</sup> and 4<sup>th</sup> Street. The property has been acquired and the project has been awarded under the Public Private Education Act (PPEA) design build process. The project construction will begin in May 2007 and be completed in June 2008. CIP cost for Fiscal Year 2008 is \$5,899,371. The garage is expected to be financially self-supporting within a couple years of becoming operational. The operating budget impact on the Parking fund will be \$110,450 annually beginning in fiscal year 2009.



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### **Technology Fund:**

- Financial Application Integration – In July 2001, the Information Technology Committee (ITC) developed a long-range information technology strategic plan defining, at a high-level, a vision for transforming Roanoke into an innovative, high performing “digital city” and the strategies to achieve and support this vision. This project consists of the planning and purchase of the software for the major upgrade or replacement of our financial systems and includes the replacement of the financial accounting, tax/treasury, budget preparation, and human resource/payroll system applications.
  - Phase I of the Budget Preparation Project has been completed. A rewrite of another local government system has yielded a highly functional, user friendly system.
  - The implementation of the core financial system upgrade (Advantage 3.5.1) was implemented in July 2006. The system addresses the financial management business needs for all city departments, as well as the Roanoke City School System. The purchasing application is also addressed through the Advantage software, as is enterprise reporting.
  - The Tax, Treasury and Billing/Collections applications is scheduled to be done in Fiscal Year 2008.
  - The process of reviewing the Human Resources / Payroll applications for a software system or outsourcing the payroll application will be done in Fiscal Year 2008.

CIP cost for Fiscal Year 2008 is \$500,000.

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## Notes

# HUD CONSOLIDATED PLAN

# CITY OF ROANOKE HUD ENTITLEMENT GRANTS FY 2007-2008

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## Overview

Each year, the City of Roanoke receives about \$2,500,000 in new federal funding under the Community Development Block Grant (CDBG), HOME Investment Partnerships (HOME) and Emergency Shelter Grant (ESG) programs of the U.S. Department of Housing and Urban Development (HUD). Roanoke is designated as an "entitlement community" under these programs, which means that the HUD funds are granted to the City each year using a formula based on population, income levels, and other factors. The amount of the grants received locally is determined by the total amount of funding that Congress appropriates and the number of entitlement communities nationwide. The City is required to submit a five-year Consolidated Plan and Annual Updates in order to receive its entitlements. No City staff positions are funded by CDBG, HOME or ESG.

## CDBG

The City has received CDBG funds for more than thirty years. These funds assist with housing, economic development, human services, neighborhood and other needs. For Fiscal Year 2007-2008, Roanoke's new entitlement will be \$1,898,755, down 0.3% from last year. However, including estimated carry-over funds and program income, a total of \$2,575,556 is expected to be available for Fiscal Year 2007-2008. This total represents a decrease of 4.2% in the overall amount of CDBG funding available compared to the prior year. It is important to note that carry-over and program income are variable funding sources which may not be available at comparable levels in future years. The amount of CDBG funds which can be used for human services, planning and administrative activities is limited.

## HOME

Created by the National Affordable Housing Act of 1990, the HOME program addresses the nation's need for affordable housing by funding such projects as rehabilitation, new construction, homeownership assistance and improvements to rental housing. The City has received a HOME grant each year since 1992. For Fiscal Year 2007-2008, Roanoke's new entitlement funding will be \$675,282. This is a 0.8% decrease compared to the 2006-2007 funding level. Considering estimated carry-over, program income and local matching funds, a total of \$822,621 is expected to be available for Fiscal Year 2007-2008 HOME activities, representing an overall 14.5% decrease in HOME funds compared to the previous year. As with CDBG funds, the amount of carry-over and program income may vary substantially from year to year. At least 15% of each year's new HOME basic entitlement must be reserved for projects conducted by certified Community Housing Development Organizations ("CHDOs"). HOME funds require a match from local cash and non-cash resources; the City's match requirement for Fiscal Year 2007-2008 is 12.5%.



## ESG

ESG funds are provided to the City through the Stewart B. McKinney Homeless Assistance Act, under a process which may allocate funds intermittently. The allocation for Fiscal Year 2007-2008 is expected to be \$ 82,123, or 1.4% more than the 2006-2007 funding level. ESG funds support assistance to homeless individuals and families, including assistance to shelters.

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## HUD CONSOLIDATED PLAN

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### Available Funding:

The total funding anticipated for Fiscal Year 2007-2008 from CDBG, HOME and ESG sources is \$3,480,300, a \$250,178, or 6.7%, decrease compared to funding for the prior fiscal year. The estimated amount by category is as follows:

<u>Category</u>	<u>Description</u>	<u>Available Funding</u>
CDBG	2007-2008 Entitlement Grant	\$1,898,755
	2007-2008 Program Income	436,173
	2006-2007 Carry-Over	98,754
	2006-2007 Excess Program Income	<u>141,874</u>
	Subtotal – CDBG Funds Available	\$2,575,556
HOME	2007-2008 Entitlement Grants	\$675,282
	2007-2008 Program Income	25,000
	2007-2008 Local Match Funds	75,000
	2006-2007 Carry-over	9,377
	2006-2007 Excess Program Income	<u>37,962</u>
	Subtotal – HOME Funds Available	\$822,621
ESG:	2007-2008 ESG Entitlement Grant	\$82,123
<b>Total 2007-2008 CDBG, HOME and ESG Funds Available</b>		<b><u>\$3,480,300</u></b>

### Allocation of Resources:

The City's 2007-2008 Action Plan outlines the use of approximately \$3.5 million in CDBG, HOME and ESG funds, including carry-over and anticipated program income. These funds will support an array of the following: housing, homeless prevention, public services, and neighborhood and economic development activities.

- Economic Development -- \$463,616 for the 14<sup>th</sup> of 20 annual installments to repay the \$6,000,000 HUD Section 108 loan that contributed to the Hotel Roanoke renovation.
- Homeless Services -- \$93,123 for shelter maintenance and operations, essential services and work on the ten-year plan to eliminate homelessness.
- Housing Development -- \$1,878,707 for new construction and housing rehabilitation for homeownership and rental, downpayment and closing costs assistance, and the rehabilitation of owner- and renter-occupied homes.
- Human Development -- \$257,556 for services such as elder care, after-school and other youth programs, healthcare, food and nutrition and family counseling.
- Neighborhood Development -- \$787,298 for grants to neighborhood organizations for small community improvement projects and for the acquisition and expansion of public facilities serving the community.



### **Distribution of Housing Funds:**

For 2007-2008, the City estimates it's CDBG and HOME housing funds will be allocated as follows:

- \$1,018,000 for activities encouraging and facilitating the repair, maintenance, improvement or re-use of existing owner-occupied or rental housing and the construction of new rental housing
- \$860,707 for activities encouraging and facilitating new homeownership

### **Project Locations:**

A majority of the projects in the One-Year Plan affect areas throughout the City of Roanoke. However, the City is targeting many rehabilitation projects to designated areas such as the Enterprise Zones, the Conservation Areas and Rehabilitation Districts, and the Gainsboro, Gilmer and Hurt Park neighborhoods of the City.

### **Lead Agencies:**

The City's Department of Housing and Neighborhood Services is the lead organization in the development and administration of the Consolidated Plan and the Annual Updates. Various City offices and departments and many other public, nonprofit and community organizations participate by conducting projects funded in whole or in part through CDBG, HOME or ESG funds. The specific projects, agencies and funding recommended are given in the following section.

### **2007-2008 Recommended Projects, Agencies and Funding:**

- Boys & Girls Clubs 9<sup>th</sup> Street Teen Center (Boys & Girls Clubs of Roanoke Valley) Funds to renovate a portion of the existing facility and expand the space by an additional 2,400 square feet in order to increase the capacity to serve teens. Funds help secure a \$500,000 foundation matching grant. (Recommended: \$50,000)
- Community Youth Program Satellite (St. John's CYP, Inc.) Staff and program materials/supplies to assist the second year operations of satellite program offering activities such as life skills, tutoring, health and fitness and service learning to young teens. (Recommended: \$25,700)
- Demolition (Department of Housing and Neighborhood Services) Funds to demolish vacant condemned structures in advanced state of deterioration. (Recommended: \$130,000)
- Emergency Home Repair Program (Total Action Against Poverty) Provides limited and emergency repairs and weatherization services to low/mod-income owner-occupied single-family homes. (Recommended: \$100,000)
- Empowering Individuals with Disabilities (Blue Ridge Independent Living Center) Install special needs home improvements such as ramps and grab bars. (Recommended: \$58,000)
- Environmental Education Center (EEC) at Apple Ridge Farm Adopted School Program (Apple Ridge Farms, Inc.) Covers costs of students from six (6) "adopted" schools coming to the EEC four times each school year to study courses designed to boost SOL scores. (Recommended: \$11,550)
- Expansion of Court Advocacy Services (Roanoke Valley CASA Foundation) Staffing and program training of volunteers, materials, and supplies in order to increase the number of children to be served in the program. (Recommended \$25,700)

## HUD CONSOLIDATED PLAN

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- Focus Forward (YWCA of Roanoke Valley) Essential services and operational costs of the shelter, such as staff salaries, rent, utilities, case management; food; bus passes; personal hygiene items; bedding and furniture; and client assistance funds. (Recommended: \$14,830)
- Historic Review Services (Department of Housing and Neighborhood Services) Funds for contracted historic review services required by federal regulations prior to altering the appearance of housing or other structures with CDBG and/or HOME assistance. (Recommended: \$10,000)
- Homeless Services Planning (Department of Social Services) Funding for continuing contract with the Council of Community Services to implement strategies addressed in the "Ten-Year Plan to Eliminate Homelessness." (Recommended: \$11,000)
- Hotel Roanoke Section 108 Loan Repayment (Department of Finance) Funds for the fourteenth of twenty installments to repay the \$6,000,000 HUD Section 108 loan associated with renovating the Hotel Roanoke. (Recommended: \$463,616)
- Hurt Park Neighborhood Revitalization Initiative (Roanoke Redevelopment and Housing Authority) Funds to construct infrastructure such as streets, curb, gutter, sidewalks and underground utilities associated with the Hurt Park public housing development. (Recommended: \$700,000)
- Hurt Park Skills Training and Family Support Program (Goodwill Industries of the Valley, Inc.) Staffing and supply costs as well as participant costs such as training, transportation, childcare and other support costs to provide residents of Hurt Park with specific training to increase marketable skills, job placement and follow-up services, and family strengthening support activities. (Recommended: \$60,000)
- Kid's Café (Southwest Virginia Second Harvest Food Bank) Staff position to oversee program distributing nutritious food to 27 Kid's Café Sites within the City of Roanoke. (Recommended: \$19,312)
- Market-Rate Officer At Home Project (Blue Ridge Housing Development Corporation) Provides funding to acquire and renovate houses in core neighborhoods for sale to City police officers who are over the low/mod-income limits. (Recommended: \$250,000)
- Mortgage Assistance Program (Department of Housing and Neighborhood Services) Provides 10-year forgivable, 0% interest loans of up to \$8,000 for downpayment and closing costs to assist low/mod-income families to buy homes in the City. (Recommended: \$135,000)
- Neighborhood Development Grant Program (Department of Housing and Neighborhood Services) Provides for grants of up to \$25,000 to neighborhood organizations in predominantly low-mod-income neighborhoods for 80% of the costs of housing, crime prevention and other community betterment and beautification projects. (Recommended: \$37,298)
- New Gilmer Project (Blue Ridge Housing Development Corporation) Funds will be used to assist at least 5 of the 7 new homes to be developed on vacant parcels owned by BRHDC on the 200, 300 and 400 blocks of Gilmer Avenue in Gainsboro and sell these units to low-income first-time homebuyers. (Recommended: \$470,707)
- Park Street Square Project (Roanoke Redevelopment and Housing Authority) Funds for the fourth of five anticipated installments to provide a total of \$2,350,000 in CDBG and HOME funds for this multi family housing development. (Recommended: \$650,000)
- Pathfinders (Presbyterian Community Center) Staffing and program costs to provide therapeutic counseling services to low-income southeast City of Roanoke children with emotional and behavioral disorders. (Recommended: \$33,700)

## HUD CONSOLIDATED PLAN

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- Reading Adventure at West End Center (West End Center for Youth) Covers cost of a contract with Apple Ridge Farm, Inc. for instructors, supervision and training associated with the Reading Adventure Program at West End Center. (Recommended: \$13,200)
- Roanoke Valley Interfaith Hospitality Network (Roanoke Valley Interfaith Hospitality Network) Essential services and maintenance/operation of the shelter; fuel and maintenance of the program's van; purchase of cots and bedding; client assistance funds; and housing security deposits. (Recommended: \$18,631)
- Southeast Healthcare Interventions (Belmont Community Health Center, Inc.) Staffing, medical supplies and services, and program materials and supplies associated with providing healthcare services to the medically underserved population of Southeast Roanoke. (Recommended: \$27,494)
- Transitional Living Center (Total Action Against Poverty) Essential services and maintenance/operation of the shelter; building maintenance; furniture; equipment replacement and repair; transportation; resident healthcare and substance abuse prevention. (Recommended: \$16,831)
- TRUST House (TRUST, Roanoke Valley Trouble Center) Essential services and maintenance/operation of the shelter; property insurance; furnishings; drug testing; food and hotel arrangements for families when TRUST is full. (Recommended: \$31,831)
- World Changers 2008 (Blue Ridge Housing Development Corporation) BRHDC, in coordination with the North American Mission Board, Southern Baptist Convention (World Changers) will provide limited repairs to homes in low- income areas of the City. (Recommended: \$75,000)
- Wrap Around Roanoke (Family Service of Roanoke Valley) Training costs and staffing costs associated with implementing the Wrap Around Roanoke Initiative to reduce out-of-home and out-of-community residential placements, enhance family stabilization and improve children's mental health. (Recommended: \$40,900)

**HUD CONSOLIDATED PLAN**

## 2007-2008 HUD Funding Recommendations

<b>Funding by Category:</b>	Economic Development	\$463,616
	Homeless Services	93,123
	Housing Development	1,878,707
	Human Development	257,556
	Neighborhood Development	<u>787,298</u>
	<b>Total</b>	<b>\$3,480,300</b>

**Breakout:** Total 07-08 Funding Supporting Development Activities in City Council "Focus Neighborhoods" **\$1,880,707**

### Funding by Project

Project Name	Agency	Current	Requested	For 07-08
Boys & Girls Club 9 <sup>th</sup> Street Teen Center	Boys & Girls Club	\$0	\$75,000	\$50,000
Community Youth Program Satellite	St. John's CYP	\$38,370	\$25,700	\$25,700
Demolition	Housing & Neighborhood Svcs	\$135,000	\$135,000	\$130,000
Emergency Home Repair	Total Action Against Poverty	\$80,000	\$175,978	\$100,000
Empowering Individuals w/ Disabilities	Blue Ridge Independent Living Center	\$52,500	\$66,074	\$58,000
Environmental Ed. Ctr. Adopted School Program	Apple Ridge Farm	\$23,450	\$13,550	\$11,550
Expansion of Court Advocacy Services	Rke Valley CASA Foundation	\$38,500	\$25,700	\$25,700
Focus Forward	YWCA	\$0	\$22,800	\$14,830
Historic Review Services	Housing & Neighborhood Svcs	\$10,000	\$10,000	\$10,000
Homeless Services Planning	Human/Social Services	\$22,500	\$11,000	\$11,000
Hotel Roanoke 108 Loan Payment	Finance Dept.	\$452,790	\$463,616	\$463,616
Hurt Park Neighborhood Revitalization Initiative	Rke Redevelopment & Housing Authority	\$0	\$700,000	\$700,000
Hurt Park Skills Training and Family Support	Goodwill Industries of the Valleys	\$0	\$83,648	\$60,000
Kid's Cafe	SW Va Second Harvest Food Bank	\$28,824	\$19,312	\$19,312
Market-Rate Officer At Home Project	Blue Ridge Housing Development Corp.	\$0	\$400,000	\$250,000
Mortgage Assistance Program	Housing & Neighborhood Svcs	\$140,000	\$175,000	\$135,000
Neighborhood Development Grants	Housing & Neighborhood Svcs	\$33,000	\$50,000	\$37,298
New Gilmer Project	Blue Ridge Housing Development Corp.	\$0	\$707,115	\$470,707
Park Street Square	Rke Redevelopment & Housing Authority	\$1,400,000	\$650,000	\$650,000
Pathfinders	Presbyterian Community Center	\$0	\$33,700	\$33,700
Reading Adventure at West End Center	West End Center	\$26,400	\$52,175	\$13,200
Roanoke Valley Interfaith Hospitality Network	Roanoke Valley Interfaith Hosp. Network	\$17,334	\$20,000	\$18,631
Southeast Healthcare Interventions	Belmont Community Health Center	\$42,000	\$28,140	\$27,494
Transitional Living Center	Total Action Against Poverty	\$24,850	\$30,000	\$16,831
TRUST, The Roanoke Valley Trouble Center	TRUST	\$38,770	\$51,350	\$31,831
World Changers 2008 Project	Blue Ridge Housing Development Corp.	\$80,000	\$75,000	\$75,000
Wrap Around Roanoke	Family Services of Roanoke Valley	\$0	\$50,000	\$40,900
<b>Totals</b>		<b>\$2,684,288</b>	<b>\$4,149,858</b>	<b>\$3,480,300</b>

# APPENDIX

## APPENDIX – Glossary of Acronyms

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- ◆ **BANs** – Bond Anticipation Notes – Notes issued by the City for capital projects, which are paid from the issuance of long-term bonds.
- ◆ **CAFR** – Comprehensive Annual Financial Report – the annual report issued by the City on its financial position and activity for the fiscal year. This report is prepared by the Department of Finance in conformity with U. S. generally accepted accounting principles as promulgated by the Governmental Accounting Standards Board. The report is audited by an independent firm of certified public accountants.
- ◆ **CDBG** – Community Development Block Grant -- funding received from the U. S. Department of Housing and Urban Development. CDBG primarily benefits low- and moderate-income persons through housing, human services, neighborhood improvements and economic development activities, with a secondary emphasis on the reduction of slums and blight.
- ◆ **CIP** – Capital Improvement Program – A plan for capital expenditures, to be incurred each year over a fixed period of several future years, which sets forth each capital project, identifies the expected beginning and ending date for each project, the amount to be expended in each year and the method of financing those expenditures.
- ◆ **CMERP** – Capital Maintenance and Equipment Replacement Program -- The process of appropriating the general fund year end fund balance for capital maintenance needs.
- ◆ **EMS** – Emergency Medical Services – The Fire and Emergency Medical Services Department provides emergency fire suppression response to incidents involving fires, fire alarms, smoke scares, vehicle accidents and other types of calls where the threat of fire exists. It also provides emergency medical response to incidents involving injury, illness, accidents, and other types of calls where the threat of injury or illness exists.
- ◆ **ESG** – Emergency Shelter Grant -- funding received from the U.S. Department of Housing and Urban Development. ESG assists with the prevention of homelessness and the maintenance and operations of shelters.
- ◆ **GASB** – the Governmental Accounting Standards Board – The GASB establishes and improves state and local governmental accounting and financial reporting standards which result in practical information for users of financial reports. They also guide and educate the public, including issuers, auditors, and users of those financial reports.
- ◆ **HOME** -- HOME Investment Partnerships Program -- funding received from the U.S. Department of Housing and Urban Development. HOME benefits low- and moderate-income persons through the development of affordable housing.
- ◆ **HUD** – U. S. Department of Housing and Urban Development -- the federal government organization whose mission is to increase homeownership, support community development, and increase access to affordable housing free from discrimination.

## APPENDIX – Glossary of Acronyms

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- ◆ **ITC** – Information Technology Committee -- recommends policy direction on a City-wide basis for all information technology, including voice and data communications. The committee will review information and office automation needs and recommend to the City Manager direction and priorities consistent with the long term mission, goals and objectives which have been established for the City.
- ◆ **mgd** – Million Gallons Per Day
- ◆ **MSA** – Metro Statistical Area – Metropolitan and micropolitan statistical areas comprise one or more entire counties.
- ◆ **QZAB** – Qualified Zone Academy Bonds -- no interest bond funding enabled through the Taxpayer Relief Act of 1997 which allow schools in low income areas to fund building renovations and repairs, provide school equipment, develop course material, and train teachers. Qualified lenders who provide QZABs will receive a tax credit as well as interest for providing the bonds and in exchange the School receives a zero interest loan.
- ◆ **RCIT** – Roanoke Centre for Industry and Technology -- was initially a 300 acre, City-owned industrial complex located just minutes from Interstates 581 and 81. This industrial park was acquired, developed and marketed by the City with the goal of attracting top corporations, enhancing the tax base, and creating jobs. In 1990, the City purchased an additional 140 acres. Since its inception, nine sites have been developed leaving 180 acres remaining with four lots cleared and ready to go.
- ◆ **SBP** – Strategic Business Plan – an important management tool that conveys a department's priorities for a five year planning horizon. This planning document gives every employee an understanding of the department's direction, the rationale behind it, and an outline of how the department will get there. All City departments that report to the City Manager will have an approved strategic business plan.
- ◆ **VDOT** – Virginia Department of Transportation -- is responsible for building, maintaining, and operating the State's roads, bridges and tunnels. And, through the Commonwealth Transportation Board, it also provides funding for airports, seaports, rail and public transportation.

## APPENDIX – Glossary of Terms

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- ◆ **Accrual Basis** - An accounting method in which revenue is recorded in the period in which it is earned and expenses are recorded in the period in which they are incurred, rather than when funds are received or paid.
- ◆ **Adopted Budget** - The budget approved by City Council and enacted via a budget appropriation ordinance.
- ◆ **Advance Refunding** - A refinancing transaction in which new (refunding) bonds are issued to repay (refund) outstanding bonds prior to the first call date. The proceeds of the refunding bonds are deposited in an escrow account, invested in government securities, and used to pay debt service (interest, principal and premium, if any) on the refunded bonds through the applicable call date. For accounting purposes, refunded obligations are not considered a part of an issuer's debt.
- ◆ **Agent Fees** - The fee paid to a financial institution known as the paying agent or registrar that serves two functions: 1) it receives funds from the issuer prior to each debt service payment date and then distributes these monies to the bondholders and 2) as registrar it establishes and maintains records of bond ownership.
- ◆ **Appropriation** - An authorization made by City Council which permits the City administrative staff to incur obligations against and to make expenditures of governmental resources. Appropriations are usually made for fixed amounts and are typically granted for a one-year period.
- ◆ **Appropriation Ordinance** - The official enactment by City Council establishing the legal authority for City administrative staff to obligate and expend resources.
- ◆ **Appropriation Unit** - A group of line item accounts, established for budgetary accountability, where authorized obligations and expenditures can be made of City resources to allow a department (or the City) to operate on a day-to-day basis.
- ◆ **Appropriation-supported Debt** - Obligations that are not considered general obligations of the City for which the debt service is subject to annual appropriation (e.g. capital leases, etc.).
- ◆ **Assessed Value** - The fair market value placed by the Commissioner of Revenue on personal and real property owned by taxpayers.
- ◆ **Basis of Budgeting and Accounting** – Accounting methods, such as accrual basis and modified accrual basis, used to document revenues received and authorized obligations expensed.
- ◆ **Budget** - A plan of financial operation comprised of an estimate of proposed expenditures for a fiscal year and the proposed means of financing those expenditures (revenue estimates).
- ◆ **Budget Calendar** - The schedule of key dates or milestones which the City follows in the preparation and adoption of the budget.
- ◆ **Budget Document** - The official written statement prepared by the City's administrative staff which presents the proposed budget to the City Council.



## APPENDIX – Glossary of Terms

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- ◆ **Budget Message** - A general discussion of the proposed budget presented to the City Council by the City Manager as a part of or supplement to the budget document. The budget message explains principle budget issues against the background of financial experience in recent years and presents recommendations made by the City Manager.
- ◆ **Capital Assets** - City assets of significant value and having a useful life of several years, also referred to as fixed assets.
- ◆ **Capital Lease** - A lease obligation that has met the criteria to be categorized as a capital lease as opposed to an operating lease under generally accepted accounting principles. Capital leases are common in certain types of financing transactions involving the use of revenue bonds as opposed to general obligation bonds.
- ◆ **Capital Projects** - Projects which purchase or construct capital assets. Typically, a capital project encompasses a purchase of land and/or the construction of a building or facility.
- ◆ **Capitalized Interest** - A portion of the proceeds of a bond issue which is set aside to pay interest on the bonds for a specific period of time. Interest is typically capitalized for bonds issued to finance a revenue-producing project to pay debt service until the project is completed and begins generating revenues.
- ◆ **City Budget** - That portion of the overall General Fund budget under the direct control of the City Manager (excludes the School Budget).
- ◆ **Contingency Reserve** - A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for.
- ◆ **Debt** - Any obligations of the City for the payment of money issued pursuant to the Public Finance Act of Virginia.
- ◆ **Debt Service** - Payment of interest and repayment of principal on City debt.
- ◆ **Debt Service Reserve Fund** - A fund established at issuance into which monies are deposited which may be used to pay debt service if pledged revenues are insufficient to satisfy the debt service requirements. The debt service reserve fund is typically funded at closing with bond proceeds but may be funded over time depending on the structure. Such a fund is an integral component of a moral obligation bond issue.
- ◆ **Defeasance** - Termination of the rights and interests of the bondholders and their lien on the pledged revenues in accordance with the terms of the bond contract for a bond issue. Defeasance usually occurs in connection with the refunding of outstanding bonds after provision has been made for future payment through funds provided by the issuance of the new refunding bonds.
- ◆ **Depreciation** - (1) Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence, or (2) the portion of the cost of a capital asset which is charged as an expense during a fiscal period.
- ◆ **Double-barreled Bond** - A bond secured by a defined source of revenue (other than property taxes) plus the full faith and credit of the City.

## APPENDIX – Glossary of Terms

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- ◆ **Enterprise Funds** - A type of proprietary fund set up to account for the financing of services to the general public where all or most of the operating expenses involved are recovered in the form of user charges. Included in this category are the Civic Center, Sewer, Transportation and Water Funds.
- ◆ **Expenditures** - The cost of goods received or services rendered whether payment for such goods and services have been made or not.
- ◆ **Fiscal Year** - An accounting period extending from July 1 to the following June 30 for the City of Roanoke.
- ◆ **Fund** - A sum of revenues set aside and allocated to specific categories, such as General, Proprietary, and School, to provide funding of day-to-day and administrative operations.
- ◆ **Fund Balance** - Total revenues allocated less total expenditures.
- ◆ **General Fund** - A type of governmental fund used to account for revenues and expenditures for regular day-to-day operations of the City, including the School system, which are not accounted for in the proprietary funds. The primary sources of revenue for this fund are local taxes and Federal and State grants.
- ◆ **General Obligation Bonds** - Bonds issued pursuant to Article VII, Section 10 of the Constitution of Virginia and the Public Finance Act secured by the full faith, credit and taxing power of the City.
- ◆ **Goal** - A clear statement of a program's mission, or purpose.
- ◆ **Grant** - A contribution of assets (usually cash) by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the Federal and State governments for specified purposes.
- ◆ **Internal Service Fund** - A type of proprietary fund used to account for the financing of goods or services provided by one City program to other City programs, or to other governments, on a cost-reimbursement basis.
- ◆ **Legal Debt Margin** - The amount of general obligation bonds and certain other interest bearing obligations (other than revenue bonds) that the City may have outstanding expressed as a percentage of the assessed value of real estate in the City as shown on the last preceding assessment for taxes.
- ◆ **Line-Item Budget** - A budget summarizing the major objects of expenditure for goods and services that the City intends to purchase during the fiscal year.
- ◆ **Local Funds** - Indicates funding from local sources only and does not include funds received from Federal, State and other sources.
- ◆ **Mission Statement** - Declaration of purpose for an entire organization or one of its programs.
- ◆ **Modified Accrual** - An accounting method in which revenues are recorded when available and measurable and expenditures are recorded when services or goods are received and the liabilities are incurred.

## APPENDIX – Glossary of Terms

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- ◆ **Moral Obligation Bond** - A bond which is secured by the revenues from the financed project and, additionally, by a non-bonding agreement that any deficiency in pledged revenues will be reported to the issuer's legislative body (City Council) which may appropriate moneys to make up the shortfall. Typically the mechanics involve a debt service reserve fund which is drawn upon to make up for any deficiency in pledged revenues. The legislative body is then requested to replenish the reserve fund but is not obligated to do so. These bonds are considered tax-supported debt and impact debt capacity to the extent that pledged revenues are ever insufficient to support debt service.
- ◆ **Objective** - The actual functions or services that a City program must provide in order to achieve its stated goals.
- ◆ **Object of Expenditure** - Expenditure classifications based upon the types or categories of goods and services purchased. Typical objects of expenditure include:
  - Personal Services
  - Operating Expenditures
  - Internal Services
  - Capital Outlay
- ◆ **Organization** – An operating department, grant or capital project. Also sometimes referred to as a “cost center”.
- ◆ **Performance Measure** - Specific quantitative measures of services performed or results obtained within a program.
- ◆ **Program** - A term used to describe a City department or cost center with distinct objectives and activities.
- ◆ **Proprietary Funds** - A type of fund that accounts for governmental operations that are financed and operated in a manner similar to private business enterprises. Proprietary fund types used by the City include the Enterprise and Internal Service Funds.
- ◆ **Recommended Budget** - The budget proposed by the City Manager to City Council for adoption.
- ◆ **Refunding** - A transaction in which the City refinances an outstanding issue by issuing new (refunding) bonds and using the proceeds to immediately retire the old (refunded) bonds.
- ◆ **Resource Allocation Plan** - A more descriptive term for the budget document, indicating that it is indeed a financial plan for the allocation of resources to specific program services.
- ◆ **Revenue** - A term used to represent income to a specific fund, or an increase in the fund's assets.
- ◆ **Revenue Bond** - A bond that is payable from a specific source of revenue and to which the full faith and credit of the City's taxing power is not pledged. Revenue bonds are payable from identified sources of revenue, including general fund revenues on occasion, for certain types of appropriation-supported bonds.

## APPENDIX – Glossary of Terms

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- ◆ **School Fund Budget** - The School Fund revenues and expenditures under the control of the School Board for the operation of Roanoke City Schools.
- ◆ **Strategic Issues** - Policy choices or decisions which serve as the fundamental basis for the organization's types of services, service levels, cost of services and overall management.
- ◆ **Tax Levy** - The total dollar amount of tax that optimally should be collected based on tax rates and assessed values of personal and real properties.
- ◆ **Tax Rate** - The level at which taxes are levied.
- ◆ **Tax-supported Debt** - Debt that is expected to be repaid from the general fund tax revenues of the City. This includes general obligation bonds, appropriation-supported bonds, capital leases and in certain circumstances moral obligation bonds. For the purpose of this Debt Policy, net tax-supported debt includes general obligation debt for the City and School Board, certain bonded capital leases, and any moral obligation bonds for which the City has deposited funds to a debt service reserve fund as requested to replenish such reserve fund. Net tax-supported debt does not include debt payable by the City's proprietary funds, including self-supporting double-barreled general obligation bonds, and the amount available in the City's debt service fund.
- ◆ **True Interest Cost** - This is a method of computing the City's cost of borrowing through the bond market. It is defined as the rate, compounded semi-annually, necessary to discount the amounts payable on the respective principal and interest payment dates to the purchase price received for the new issue.
- ◆ **VISION 2001-2020** - The Vision 2001-2020 Plan is an integrated set of policies, actions, and strategies for successfully positioning Roanoke as a progressive model city for urban development life in the future. The Plan includes not only policies and actions that will be implemented within the City's jurisdictional boundaries, but also recommendations for regional approaches and actions that require intergovernmental cooperation.

## APPENDIX – Pay Plan

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### City of Roanoke Proposed Pay Plan - Fiscal Year 2007-08

<u>Pay Grade</u>	<u>Minimum Annual Salary</u>	<u>Maximum Annual Salary</u>
04	\$18,220.28	\$29,152.50
05	19,131.58	30,610.58
06	20,565.74	32,905.34
07	22,154.08	35,446.58
08	24,476.92	39,163.28
09	27,046.50	43,274.66
10	29,888.56	47,821.54
11	31,993.78	51,190.10
12	35,672.78	57,076.50
13	39,776.10	63,641.76
14	44,349.24	70,958.94
15	49,449.92	79,119.82
16	55,857.36	89,371.88
17	62,280.40	99,648.90
18	69,442.62	111,108.40
19	78,390.00	125,424.00
20	87,404.46	139,847.24
21	97,456.06	155,929.80

## APPENDIX – Three-Year Staffing Level History

Program	Budgeted Positions FY 2005-06	Budgeted Positions FY 2006-07	Budgeted Positions FY 2007-08	Position Increase (Decrease)
<b>GENERAL FUND</b>				
Billings & Collections	9.0	9.0	10.0	1.0
Building Inspections	12.0	12.0	13.0	1.0
Circuit Court	6.0	6.0	6.0	0.0
City Attorney	8.0	8.0	8.0	0.0
City Clerk	7.0	7.0	7.0	0.0
City Council	7.0	7.0	7.0	0.0
City Manager	6.0	6.0	7.0	1.0
City Treasurer	14.0	14.0	15.0	1.0
Clerk of Circuit Court	23.0	25.0	25.0	0.0
Commissioner of the Revenue	16.0	16.0	16.0	0.0
Commonwealth's Attorney	16.0	17.0	17.0	0.0
Crisis Intervention Center	10.0	10.0	10.0	0.0
Director, General Services	1.0	1.0	1.0	0.0
Director, Public Works	2.0	2.0	2.0	0.0
Director of Finance	22.0	22.0	23.0	1.0
Economic Development	8.0	8.5	8.5	0.0
Electoral Board	3.0	3.0	3.0	0.0
E-911 Center	44.0	43.0	45.0	2.0
Employee Health Services	3.0	4.0	4.0	0.0
Engineering	22.0	21.0	22.0	1.0
Environmental Services	3.0	1.0	1.0	0.0
Facilities Management - Building Maintenance	40.0	42.0	42.0	0.0
Facilities Management - Custodial Services	26.0	26.0	26.0	0.0
Fire/EMS – Administration	7.0	10.0	10.0	0.0
Fire/EMS – Emergency Management	0.0	1.0	1.0	0.0
Fire/EMS – Operations	246.0	246.0	246.0	0.0
Fire/EMS – Support	9.0	6.0	6.0	0.0
Fire/EMS - Airport Rescue	10.0	10.0	10.0	0.0
Housing & Neighborhood Services	21.0	21.0	21.0	0.0
Human Resources	12.0	12.0	13.0	1.0
Human Services Support	1.0	1.0	1.0	0.0
Jail	176.0	177.0	177.0	0.0
Libraries	41.0	45.0	50.0	5.0
Management & Budget	7.0	7.0	7.0	0.0
Management Services	2.0	2.0	2.0	0.0
Municipal Auditing	6.0	6.0	6.0	0.0
Neighborhood Services	2.0	2.0	2.0	0.0
Office of Communications	4.0	4.0	4.0	0.0
Outreach Detention	4.0	4.0	4.0	0.0
Parks & Recreation - Administration	8.0	7.0	7.0	0.0
Parks & Recreation - Parks	54.0	54.0	55.0	1.0
Parks & Recreation - Recreation	10.0	10.0	10.0	0.0

Program	Budgeted Positions FY 2005-06	Budgeted Positions FY 2006-07	Budgeted Positions FY 2007-08	Position Increase (Decrease)
Parks & Recreation - Youth Services	5.0	5.0	5.0	0.0
Planning, Building and Economic Development	19.0	19.0	19.0	0.0
Police - Administration	6.0	8.0	8.0	0.0
Police - Animal Control	8.0	8.0	8.0	0.0
Police - Investigation	52.0	54.0	54.0	0.0
Police - Patrol	188.0	194.0	194.0	0.0
Police - Services	46.0	45.0	45.0	0.0
Police - Training	8.0	9.0	9.0	0.0
Purchasing	5.0	5.0	5.0	0.0
Real Estate Valuation	13.0	13.0	13.0	0.0
Roanoke Arts Festival/125 <sup>th</sup> Anniversary Celebration	1.0	2.0	2.0	0.0
Sheriff	33.0	32.0	32.0	0.0
Social Services - Administration	26.0	25.0	25.0	0.0
Social Services - CSA Administration	1.0	1.0	2.0	1.0
Social Services - Employment Services	21.5	20.5	20.0	(0.5)
Social Services - Foster Parent Training	2.0	2.0	2.0	0.0
Social Services - Income Maintenance	83.0	84.0	84.0	0.0
Social Services - Services	78.5	82.5	83.5	1.0
Social Services - Revenue Maximization	1.0	0.0	0.0	0.0
Social Services - VISSTA	4.0	4.0	4.0	0.0
Solid Waste Management	63.0	63.0	63.0	0.0
Telecommunications	7.0	6.0	6.0	0.0
Transportation - Engineering & Operations	24.0	24.0	24.0	0.0
Transportation - Street Maintenance	74.0	73.0	73.0	0.0
Youth Haven I	10.0	10.0	10.0	0.0
<b>TOTAL - GENERAL FUND</b>	<b>1707.0</b>	<b>1724.5</b>	<b>1741.0</b>	<b>16.5</b>
<b>Civic Facilities Fund</b>	<b>42.0</b>	<b>42.0</b>	<b>37.0</b>	<b>(5.0)</b>
<b>Fleet Management</b>	<b>36.0</b>	<b>35.0</b>	<b>28.0</b>	<b>(7.0)</b>
<b>Parking Fund</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Risk Management Fund</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>0.0</b>
<b>Technology Fund</b>	<b>38.0</b>	<b>39.0</b>	<b>40.0</b>	<b>1.0</b>
<b>TOTAL - PROPRIETARY FUNDS</b>	<b>119.0</b>	<b>119.0</b>	<b>108.0</b>	<b>(11.0)</b>
<b>TOTAL - ALL FUNDS</b>	<b>1826.0</b>	<b>1843.5</b>	<b>1849.0</b>	<b>5.5</b>

Note: Budgeted positions for FY 2006-07 have been restated to reflect positions that have been added or reallocated during the year.